

Mission Base Staff

Reference Text

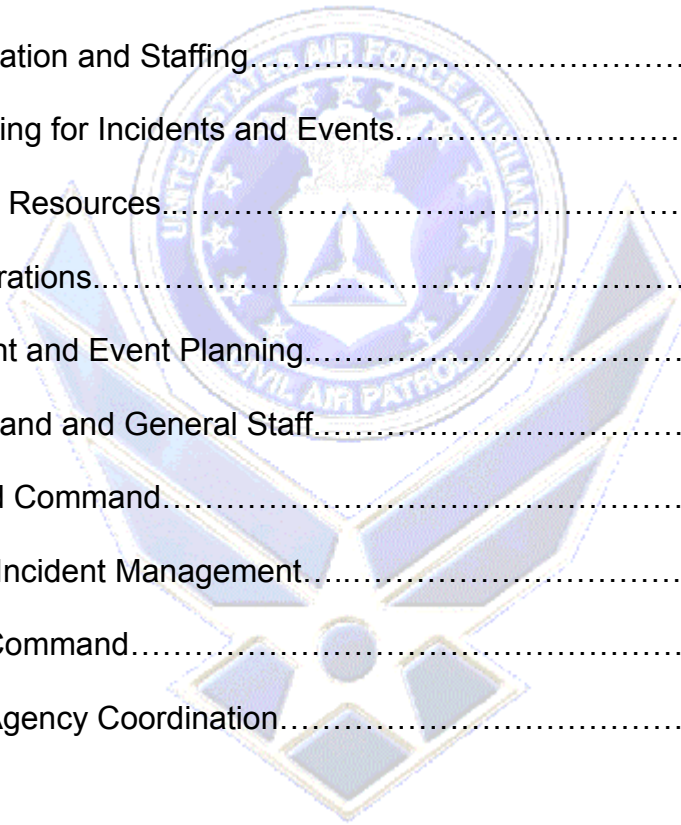


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PRINCIPLES AND FEATURES OF THE INCIDENT COMMAND SYSTEM

OBJECTIVE:

The Student should be able to describe and explain the use of the following:

1. Primary management functions
2. Management by Objectives
3. Unity and Chain of Command
4. Establishment and transfer of command
5. Organizational flexibility
6. Unified Command
7. Span of control Common terminology
8. Personnel accountability
9. Integrated communications
10. Resources management
11. The Incident Action Plan

This chapter briefly describes the principal features of the Incident Command System (ICS). Collectively, these features identify the unique quality of the ICS as an incident or event management system.

The Features of ICS

The Incident Command System is a management system. The information that you acquire from this training module will help to sharpen your management skills, and better equip you to be fully effective incident or event managers. The ICS has a number of attributes or system features. Because of these features, ICS has the flexibility and adaptability to be applied to a wide variety of incidents and events both small and large. It is these features working together which make ICS a real management system. ICS is more than just an organizational chart. The organization is just one of ICS's major features. Twelve of the major features of the system will be briefly introduced in the following text. All of these features will be covered in more detail in later chapters.

Primary ICS Management Functions: The five primary ICS Management Functions are Command, Operations, Planning, Logistics, and Finance/Administration. The individual designated as the Incident Commander (IC) has responsibility for all functions. That person may elect to perform all functions, or delegate authority to perform functions to other people in the organization. Delegation does not, however, relieve the Incident Commander from overall responsibility. The principal ICS management functions are defined as:

Command: The Incident Commander is responsible for all incident or event activity. Although other functions may be left unfilled, there will always be an Incident Commander.

Operations: The Operations Section is responsible for directing the tactical actions to meet incident objectives.

Planning: The Planning Section is responsible for the, collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.

Logistics: The Logistics Section is responsible for providing adequate services and support to meet all incident or event needs.

Finance/Administration: The Finance/ Administration Section is responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.

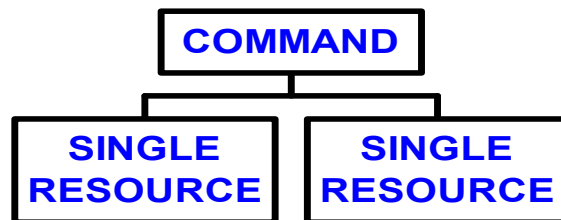
Each of these functional areas can be expanded as needed into additional organizational units with further delegation of authority.

Management By Objectives: Within ICS, Management by Objectives covers four essential steps. These steps take place on every incident regardless of size or complexity.

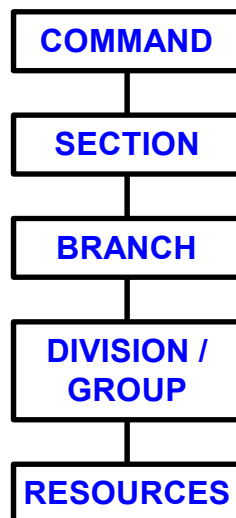
1. Understand agency policy and direction.
2. Establish Incident objectives.
3. Select an appropriate strategy.
4. Perform tactical direction applying tactics appropriate to the strategy, assigning the right resources, and monitoring the performance of your resources.

A detailed discussion of these steps is included in Chapter 6.

Unity and Chain of Command: In ICS, Unity of Command means that every individual has a designated supervisor. Chain of Command means that there is an orderly line of authority within the ranks of the organization with lower levels subordinate to, and connected to, higher levels. In probably ninety-five percent of the incidents, the organizational structure for operations will consist of:



However, as incidents expand the Chain of Command is established through an organizational structure that can consist of several layers as needed.



Establishment and Transfer of Command: Command at an incident is initially established by the highest-ranking authority at the scene that has jurisdiction for the incident. Transfer of Command at an incident may take place for the following reasons:

1. A more qualified person assumes command.
2. The incident situation changes over time to where a jurisdictional or agency change in command is legally required, or it makes good management sense to make a transfer of command.
3. Normal turnover of personnel on long or extended incidents.

Organizational Flexibility: The ICS organization adheres to a "form follows function" philosophy. In other words, the organization at any given time should reflect only what is required to meet planned tactical objectives. Consider the following in establishing an incident organization:

1. The size of the current organization and that of the next operational period is determined through the incident action planning process.
2. A number of organizational elements may be activated in the various sections without activating sectional chiefs.
3. Each activated element must have a person in charge of it. In some cases a single supervisor may initially be in charge of more than one unit.
4. Elements that have been activated and are clearly no longer needed should be deactivated to decrease organizational size.

Unified Command: Unified Command is an ICS management process that allows all agencies that have jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies. This is accomplished without losing or giving up agency authority, responsibility, or accountability. Unified Command is an important feature of ICS because it allows agencies having a legitimate responsibility at an incident to be part of the Incident Command function. Under Unified Command, the following always applies:

1. The incident will function under a single, coordinated Incident Action Plan.
2. One Operations Section Chief will have responsibility for implementing the Incident Action Plan.
3. One Incident Command Post will be established.

There are a number of other considerations involved in Unified Command, and these are covered in chapter 12.

Span of Control: Span of control pertains to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important on incidents where safety and accountability have top priority. In ICS, the span of control for any supervisor falls within a range of 3 to 7. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered. The rule of thumb for ideal span of control in ICS is one supervisor to five subordinates.

Common Terminology: In the ICS, common terminology is applied to organizational elements, position titles, resources and facilities.

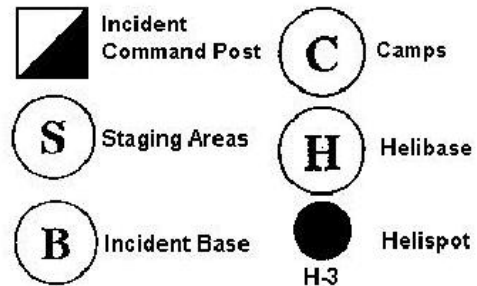
Organizational Elements: There is a consistent pattern for designating each level of the organization (e.g., sections, branches, etc.).

Position Titles: Those charged with management or leadership responsibility in ICS are referred to by position title such as Officer, Chief, Director, Supervisor, etc. This is done to provide a way to place the most qualified personnel in organizational positions on multi-agency incidents without confusion caused by various multi-agency rank designations. It also provides a standardized method for ordering personnel to fill positions.

Resources: Common designations are assigned to various kinds of resources. Many kinds of resources may also be classified by type, which will indicate their capabilities (e.g., types of helicopters, patrol units, engines, etc.). For example, in ICS a vehicle that is used in fire suppression is called an engine. Recognizing that there are a variety of engines, a type classification is given based on tank capacity, pumping capability, staffing, and other factors.

Facilities: Common titles and map symbols (as depicted to the right) are also given to key incident facilities to avoid confusion. For example, the Incident Command Post (ICP) is the location at which the primary command functions are performed and where the Incident Commander will be located.

Incident facilities will be discussed in greater depth in chapter 3.



Personnel Accountability: Several procedures within ICS ensure personnel accountability:

1. Check-in is mandatory for all personnel upon arrival at an incident.
2. Unity of Command ensures everybody has only one supervisor.
3. The Resource Status Unit maintains the status of all assigned resources.
4. Division/Group Assignment Lists identify resources with active assignments in the Operations Section.
5. Unit logs provide a record of personnel assigned and major events in all ICS organizational elements.

Integrated Communications: The ability to communicate within ICS is absolutely essential. Communications can be looked at in at least three different ways:

1. The "hardware" systems that transfer information.
2. Planning for the use of all available communications frequencies and resources.
3. The procedures and processes for transferring information.

Just as every incident requires an Incident Action Plan, every incident also needs a Communications Plan. Like the action plan, it can be very simple and stated orally, or it can be quite complex, and form a part of a written Incident Action Plan. Several communication networks may be established depending upon the size and complexity of the incident to implement the plan. These may include:

Command Net: Established to link supervisory personnel from Incident Commander down to and including division and group supervisors.

Tactical Nets: Established in a variety of ways, e.g., by agency, department, geographical area, or function. Tactical nets may be established for each branch, or for divisions and groups, depending upon hardware and frequency availability, and specific incident needs.

Support Nets: Established on larger incidents to handle logistics traffic and resource status changes.

Ground-to-Air Nets: Established to coordinate ground-to-air traffic.

Air-to-Air Nets: Assigned for coordination between aircraft assigned to an incident.

An awareness of available communications systems and frequencies, combined with an understanding of incident requirements, will enable the Communications Unit Leader to develop an effective Communications Plan for each operational period. An essential part of an effective multi-agency incident management system is for all communications to be in clear text. That is, do not use radio codes. Other agencies may not use the same codes, and that could cause confusion during mission critical events causing unnecessary delays.

Resources Management: Resources assigned to an incident are managed in one of the following ways:

Single Resources: Single Resources include both personnel and their required equipment.

Task Forces: A Task Force is any combination of single resources within span of control guidelines. They are assembled for a particular tactical need, with common communications and a leader. Task Forces can be pre-determined or assembled at an incident from available single resources.

Strike Teams: A Strike Team is a combination of a designated number of the same kind and type of resources with common communications and a leader. The number of resources to be used in the team will be based on what is needed to perform the function. Span of control guidelines should apply. Strike Teams can be pre-determined or assembled at an incident from available single resources.

The use of Task Forces and Strike Teams maximizes the effective use of resources, reduces span of control, and reduces communications traffic.

Remember that tactical resources assigned to an incident will always be in one of three status conditions:

1. Assigned: Resources performing an active assignment.
2. Available: Resources ready for deployment.
3. Out of Service: Resources not assigned or not available.

The Incident Action Plan: Every incident needs an action plan. The purpose of the plan is to provide all incident supervisory personnel with appropriate direction for future actions. The plan may be oral or written. Written plans should be used when it is essential that all levels of a growing organization have a clear understanding of the tactical actions associated with the next operational period. It is important to use written action plans whenever:

1. Two or more jurisdictions are involved.
2. The incident will overlap major changes in personnel or go into a new operational period.
3. There is a partial or full activation of the ICS organization.

In ICS, an Incident Briefing Form (ICSF 201) is used on smaller incidents to record initial actions and list assigned and available resources. As incidents grow in complexity and/or size ICS provides a format for a written action plan.

Chapter review questions

1. A number of organizational elements may be activated in the various sections without activating sectional chiefs.
 - a. True
 - b. False
2. The optimum span of control for any supervisor (excluding crews) at an incident is:
 - a. One to five
 - b. Seven
 - c. No set limit
 - d. One to three
3. An essential part of an effective multi-agency incident management system is for all communications to be in clear text.
 - a. True
 - b. False
4. Resources at an incident may be in which of the following status states
 - a. Out of Service
 - b. Assigned
 - c. Available
 - d. Any of the above depending on the work being done
5. Which of the following would call for a written Incident Action Plan?
 - a. Two or more jurisdictions are involved
 - b. There is a partial or full activation of the ICS organization
 - c. The incident will overlap major changes in personnel or go into a new operational period
 - d. Both A and C
 - e. All of the above

Answers to chapter review questions

1. a. True, 2. a. One to five, 3. a. True, 4. d. Any of the above depending on the work to be done, 5. e. All of the above

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

ICS ORGANIZATION OVERVIEW

OBJECTIVES:

1. Explain how the incident organization expands or contracts to meet operational needs of the incident or event.
2. Describe the use of Branches, Divisions, and Groups within the Operations Section, and provide supervisory titles associated with each level.
3. List the essential elements of information involved in transfer of command.
4. Match organizational positions with appropriate ICS sections.
5. Describe an ICS organization appropriate to a small incident using an Incident Briefing form (ICSF 201).

The ICS organization is functional, modular, and flexible. One way to view it is like a template. Within each of the major functional areas, there are several sub-levels that can be used or expanded as necessary. The flexibility comes in as any position can be filled without the necessity of filling all positions above it.

Organizational Terminology

The use of position titles in ICS serves three important purposes:

1. Titles provide a common standard for multi-agency use at an incident. For example, if one agency uses the title Branch Chief, another Branch Manager, another Branch Officer, etc., this can cause confusion and reflect the lack of standardization on the scene.
2. The use of distinctive titles for ICS positions allows for filling ICS positions with the most qualified individuals independent of their rank within their own organization.
3. The lack of standardization of position titles can also confuse the ordering process when requesting qualified personnel. For example, in ordering additional personnel to fill unit positions, it is important for proper communications between the incident and the agency dispatch facilities to know if they will be Unit Leaders, Unit Officers, supervisors, etc.

Establishing the ICS Organization

The management of any incident or an event always includes five major functions. One person (the Incident Commander) can be responsible for all functions, or they can each be represented by a major section of the ICS organization. The five functions are:

1. Command
2. Operations
3. Planning
4. Logistics
5. Finance/Administration

On any incident, large or small, the Incident Commander has ultimate responsibility for the effective and safe execution of each of these five functions. On small incidents, the Incident Commander may perform all functions. On large incidents the Incident Commander may delegate the authority for managing certain functions. We will briefly cover each of the major functions and review their application within the ICS organizational framework.

Incident Command: Incident Command has overall responsibility for the management of incident activity. Even if other functions are not filled, an Incident Commander will always be designated.

The Incident Command function may be carried out in two ways:

1. Single Command
2. Unified Command

Unified Command, which is a management method to use for multi-jurisdictional and/or multi-agency events, is a major feature of ICS and will be discussed as part of chapter 12. In this chapter, we will cover Single Command, which is the most common application.

Who Assumes Command Initially? Usually, the person in charge of the first arriving units at the scene of an incident assumes the Incident Commander role. That person will remain in charge until formally relieved, or until transfer of command is accomplished.

Incident Communications: Single unit and personnel radio identification calls may continue to be used until a formal incident has been declared and named. This will be done by agency policy. ICS position titles will be used instead of agency radio call signs when referring to ICS organizational positions. Agency policy will determine when this is done. Agencies vary on how and when they make the transition from agency radio designators to ICS position terminology, and there is no hard and fast rule.

Terminology: Once the incident is formally designated, ICS terminology is always used for:

1. Organizational elements like Division, Branch, Unit, etc.
2. Position titles like Officer, Director, Leader, etc.
3. Facilities like the Incident Command Post, Staging Area, etc.
4. Resources like Task Forces, Strike Teams, etc.

Who performs key functions initially? Upon arriving at an incident, higher ranking personnel will either assume command, maintain command as is, or reassign command to a third party. In some situations or agencies, lower ranking but more qualified persons (for that incident) may be designated as the Incident Commander. The Incident Commander will perform the major ICS organizational functions of Operations, Logistics, Planning, and Finance/Administration until determining that the authority for one or more of these functions should be delegated. The Incident Commander will also perform the Command Staff functions of Safety, Liaison, and Information until determining that one or more of these functions should be delegated.

Assigning Deputies: The Incident Commander may have one or more deputies. The only ICS requirement regarding the use of a deputy, whether at the Incident Commander, Section, or Branch level, is that the deputy must be fully qualified to assume the position. There are three primary reasons to designate a deputy Incident Commander:

1. To perform specific tasks as requested by the Incident Commander.
2. To perform the incident command function in a relief capacity, e.g., to take over the next operational period. (In this case the deputy will assume the primary role.)
3. To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

Three other important staff functions are the responsibility of the Incident Commander:

1. Information
2. Safety
3. Liaison

These responsibilities will be performed by the Incident Commander unless the responsibility is delegated to one of the following people:

Information Officer: The Information Officer is the central point for dissemination of information to the news media and other agencies and organizations. Only one Information Officer will be named to an incident, including those incidents that are multi-jurisdictional. The Information Officer may have assistants as necessary, and the assistants may also represent other agencies or jurisdictions.

Safety Officer: The Safety Officer function is to assess hazardous and unsafe situations, and develop measures for assuring personnel safety. However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent, life threatening danger. Only one Safety Officer will be named to an incident. The Safety Officer may have assistants as necessary, and the assistants may represent other agencies or jurisdictions.

Liaison Officer: The Liaison Officer is the point of contact at the incident for personnel from assisting or cooperating agencies. There is only one Liaison Officer on any incident. Very large incidents may require the use of assistants.

Agency Representatives: An agency or jurisdiction will often send tactical resources to assist at an incident. In ICS these are called assisting agencies. These outside agencies may also send an Agency Representative to work with the incident management team to coordinate between agencies or jurisdictional considerations. Agency Representatives report to the Liaison Officer. Other agencies such as the Red Cross or utilities may also be involved in the incident, and are called cooperating agencies. Their Agency Representatives would also report to the Liaison Officer.

Assistant: A level of technical capability, qualifications, and responsibility subordinate to primary positions. Assistants are used as subordinates for the Command Staff positions, particularly Information Officer and Safety Officer. Assistants may also be used at camps to supervise unit activities.

General Staff: The General staff is made up of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs, and their subordinates. Each section will be discussed in greater detail below.

Operations Section: The Operations Section is responsible for the direction and coordination of all incident tactical operations. This is done under the direction of the Operations Section Chief. Operations at an incident or event can be set up in a variety of ways depending upon the kind of incident, the agencies involved and the mission objectives and strategy. The Operations Section will expand or contract based upon the existing and projected needs of the incident.

Initially, the Operations Section usually consists of those few resources first assigned to an incident. (These resources will initially report directly to the Incident Commander.) As additional resources are committed and the incident becomes more complex, a separate Operations Section may be established. The Operations Section develops from the bottom up by first establishing Divisions, Groups, and if necessary, Branches. Also, the Operations Section may have Staging Areas and, in some cases, an air organization. We will briefly examine a number of combinations for the use of Divisions, Groups, and Branches, and discuss four methods of establishing the Operations Section.

Geographic Divisions: A common method of organizing tactical operations at an incident is for the Incident Commander to first establish two or more Divisions. Divisions always refer to geographically defined areas, e.g., the area around a stadium, the inside or floors of a building, or an open area.

Initially, establishing Divisions may be done for purposes of "defining the incident," and may or may not include the designation of separate Division Supervisors.

When the resources assigned within a Division exceed, or will soon exceed, the recommended span of control guidelines of one to five, Division Supervisors should be designated. Divisions not under the direct management of the Incident Commander or Operations Section Chief are managed by Division Supervisors. Divisions will not have deputy positions.

Functional Groups: Another common method of organizing operations at an incident is to establish functional groups. As the name implies, this form of organization deals not with geographic areas, but with functional activity. Examples of functional groups include medical groups, search and rescue groups, perimeter security groups, maritime salvage groups, etc. Groups, like divisions, are managed by Supervisors. There are no group deputy positions.

Combined Divisions and Groups: A third method is the use of combined geographic divisions and functional groups. This approach is commonly used when a functional activity operates across divisional lines. For example, a specialized Canine Search Group would be used wherever required and moved as needed on an earthquake incident. In any organization in which combined divisions and groups are used, it is important that the supervisors establish and maintain close communications and coordination. Each will have equal authority; neither supervisor will be subordinate to the other.

Branches: A fourth method of Operations Section organization is to establish a branch structure. Branches may be either geographic or functional, and both geographic and functional branches may be used together on an incident.

Geographic branches may be established because of span of control considerations, e.g., when more than five divisions are established

Functional branches may be established to manage various operations functions.

Branches will be managed by a Branch Director. Branch directors may have deputy positions as required. In multi-agency incidents the use of deputy branch directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination.

In addition to the Operations Section positions discussed so far, there are two additional and important organizational elements that should be covered:

Staging Areas: Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Once a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief has not been designated.

All resources in the Staging Area should be available for assignment on a three-minute notice. This is an important consideration. Staging Areas should not be used to locate out-of-service resources or for logistics functions.

Staging Areas may be relocated as necessary. In some applications, branches may have separate staging areas. For example, a medical branch may have an ambulance staging area assigned to the branch.

Air Operations Branch: Some kinds of incidents will make use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief if that position has been established. On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources.

The Air Operations organization will then be established at the Branch level. The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground based support to aviation resources.

Planning Section: The Planning Section is responsible for the collection and evaluation of incident situation information, preparing situation status reports, displaying situation information, maintaining status of resources, developing an Incident Action Plan, and preparing required incident related documentation. This is done under the direction of the Planning Section Chief or deputy.

The Planning Section, if established by the Incident Commander, will have responsibility for several important functions:

1. Maintaining resource status
2. Maintaining and displaying situation status
3. Preparing the Incident Action Plan
4. Providing documentation services

5. Preparing the Demobilization Plan

6. Providing a primary location for technical specialists assigned to an incident.

Technical Specialists: Technical specialists are advisors with special skills required at the incident. Technical specialists will initially report to the Planning Section, work within that section, or be reassigned to another part of the organization. Technical specialists can be in any discipline required, e.g., aviation, environment, hazardous materials, etc.

Planning Ahead: One of the most important functions of the Planning Section is to look beyond the current and next operational period, and anticipate potential problems or events. The Planning Section may be organized into four unit-level positions to accomplish this task:

1. Resources Unit: This unit is responsible for all check-in activity, and for maintaining the status on all personnel and equipment resources assigned to the incident.
2. Situation Unit: This unit collects and processes information on the current situation, prepares situation displays and situation summaries, develops maps and projections.
3. Documentation Unit: This unit prepares the Incident Action Plan, maintains all incident-related documentation, and provides duplication services.
4. Demobilization Unit: On large, complex incidents, the Demobilization Unit will assist in ensuring that an orderly, safe, and cost-effective movement of personnel will be made when they are no longer required at the incident.

Logistics Section: Units in the Logistics Section are responsible for providing services and support to meet all incident or event needs. This is accomplished under the direction of the Logistics Section Chief or deputy. Logistics service and support to an incident or event are important functions. Early recognition of the need for a separate logistics function and section can reduce time and money spent on an incident. The Logistics Section Chief has responsibility for six principal activities at an incident:

1. Communications
2. Medical support to responders
3. Food for responders
4. Supply
5. Facilities
6. Ground Support

It is important to remember that logistics unit functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident. For example, the Logistics Section Food Unit does not provide feeding for people who have been sent to shelters during a flood. Under ICS, feeding of shelters would be handled as a part of an Operations Section activity. Food supplies would be ordered through the Logistics Section Supply Unit.

The Logistics Section Chief may establish separate units for one or more of the logistics support or service activities. On large incidents when all six Logistics Section units are activated, or where there are many facilities and large amounts of equipment, it may be desirable, or necessary, to establish a two-branch structure. This will reduce the span of control for the Logistics Section Chief. The two branches would be called the Service Branch and the Support Branch and have the following responsibilities:

Service Branch: The service branch of the logistics section is made up of three units:

1. Communications Unit: This unit develops the Communications Plan, distributes and maintains all forms of communications equipment, and manages the incident Communications Center.

2. Medical Unit: This unit develops the Medical Plan, and provides first-aid and light medical treatment for personnel assigned to the incident. This unit also develops the emergency medical transportation plan (ground and/or air) and prepares medical reports.

3. Food Unit: This unit is responsible for determining and supplying the feeding and potable water requirements at all incident facilities, and for active resources within the Operations Section. The unit may prepare menus and food, provide them through catering services, or use some combination of both methods.

Support Branch: The support branch of the logistics section also has three units:

1. Supply Unit: Orders personnel, equipment, and supplies. The unit stores and maintains supplies, and services non-expendable equipment. In ICS, all resource orders are placed through the Logistics Section's Supply Unit. If the Supply Unit has not been established, the responsibility for ordering rests with the Logistics Section Chief.

2. Facilities Unit: This unit sets up and maintains whatever facilities may be required in support of the incident. Provides managers for the Incident Base and camps. It also provides security support for the facilities and incident as required.

3. Ground Support Unit: This unit provides transportation, and maintains and fuels vehicles assigned to the incident.

Finance/Administration Section: The Finance/Administration Section is responsible for monitoring incident-related costs, and administering any necessary procurement contracts. The Finance/Administration Section may not be activated on all incidents. The Incident Commander will retain responsibility for all finance-related activities until Finance/Administration units or the section has been activated. There are four units that may be established in the Finance/Administration Section. These are:

1. Time Unit: This unit ensures that all personnel time on an incident or event is recorded.

2. Procurement Unit: The procurement unit processes administrative paperwork associated with equipment rental and supply contracts as well as being responsible for equipment time reporting.

3. Compensation/Claims Unit: This unit combines two important functions. Compensation is responsible for seeing that all documentation related to workers compensation is correctly completed. Also, Compensation maintains files of injuries and/or illnesses associated with the incident. Claims is expected to handle the investigation of all claims involving damaged property associated with or involved in the incident.

4. Cost Unit: This unit is responsible for collecting all cost information, and for providing cost estimates and cost savings recommendations.

Developing the Organization

ICS is based on a requirement that the system must be capable of handling both small and large incidents. In other words, ICS must be able to easily expand from very small, routine operations into a larger organization capable of handling a maximum size event. It must also be capable of selective and total demobilizing or downsizing in an efficient manner.

There are no hard and fast rules for when or how to expand the ICS organization. Many incidents will never require the activation of Planning, Logistics, or Finance/Administration Sections, while others will require some or all of them to be established.

The following are general guidelines that will be useful in developing the ICS organization.

Establish a Command Post: Designate an Incident Command Post and make its location known to all incident resources. As an incident grows, the Incident Command Post may also expand in size. Therefore, the location selected should be capable of accommodating additional personnel. The Command Post may be a vehicle, trailer, fixed facility or any location suitable to accommodate the function. Normally, the Incident Command Post will not be moved once established.

Develop Initial Organization: If the incident is growing in size or complexity, and/or reaching or exceeding span of control limits, it is important to rapidly establish the organizational framework necessary to manage it. This usually means filling essential General and Command staff positions first, although unit level positions may be filled whenever required,

It is better to overestimate the need for a larger organization than to underestimate it, as it is always possible to downsize the organization. Initial organization development on an expanding incident should provide positions to cover check-in, resource tracking, and logistical support.

The experience of the Incident Commander is a key factor in successful incident management. The Incident Commander should be aware when a situation is growing or becoming more complex, and may require more resources. Arrival of the media and Agency Representatives is always a good indication of increasing complexity.

Consider Specialized Needs: Dealing directly with the media or support agency representatives can seriously disrupt the Incident Commander's attention to other matters. Assigning a person or persons to fill the Command Staff positions can save the incident Commander a tremendous amount of time and trouble.

Monitor and Maintain Good Span of Control: Keep all elements of the organization within the span of control guidelines of between three and seven persons or elements 'reporting to a supervisor. A ratio of one to five is the model to follow whenever possible. Anticipate a growing incident and, as necessary, plan for span of control for a larger incident.

Demobilize Organizational Elements When No Longer Necessary: Avoid over-organization. If it is clear that a particular function is no longer required it is perfectly appropriate to demobilize the unit, and to reassign or release the personnel. This is one of the features of ICS that keeps the organization size proportionate to the need and also reduces cost.

Anytime an ICS position is demobilized, the function it was performing goes to the next higher level in the chain of command.

Avoid Combining ICS Organizational Positions: One person may be assigned more than one function on the incident organization chart. However, functional positions should not be combined within the organization. This could create problems later if units that were merged need to be separated. For example, do not combine Logistics and Planning activities in one box on the organizational chart. This can be confusing to both on and off incident personnel. Also, as the incident grows, it will be more difficult later to split the positions than it will be to assign a second person to manage one of the functions.

Transfer of Incident Command

One of the main features of ICS is the ability to transfer command with minimum disruption. Transfer of command can take place for many reasons:

Transfer of incident command may take place when a senior person arrives at the scene and elects or has been designated by higher authority to assume the position of Incident Commander. This is often associated with a growing incident.

Transfer of incident command can also take place in reverse, i.e., transferring command to a less senior or less qualified person in an incident which is under control or moving toward demobilization.

Transfers may also be needed for personnel assigned to assume command for new operational periods.

Transfer of incident command could also take place in situations when a lower ranking but more qualified person would be the best selection because of the unique circumstances associated with the incident.

The decision to transfer command is based on complexity of the incident, qualifications, and experience. Every agency should have a checklist to follow for transfer of command. All checklists should include at least the following:

1. Appropriate ICS terminology is being used at the incident.
2. An Incident Command Post has been established.

3. Transfer of command will take place face-to-face if possible.
4. Outgoing Incident Commander to prepare and give a briefing.
5. The new Incident Commander formally accepts command.
6. Appropriate notifications are made to incident personnel and appropriate non-incident locations.

The transfer of incident command should include the following at a minimum:

1. Situation status
2. Objectives and priorities
3. Current organization
4. Resource assignments
5. Resources en route and/or ordered
6. Facilities established
7. Communications Plan
8. Prognosis, concerns, related issues

Chapter review questions

1. A deputy must always be:
 - a. Available for the duration of the incident
 - b. Fully rested so as to be able to spell their chiefs
 - c. Fully qualified for the position
 - d. From the same agency
2. The Operations Section may be organized by
 - a. A combination of divisions and groups or either one alone
 - b. Single resources
 - c. Branches
 - d. All of the above
 - e. None of the above
3. The Planning Section is responsible for
 - a. Preparing Incident Action Plans
 - b. Providing Documentation Services and technical specialists
 - c. Preparing the Demobilization Plan
 - d. All of the above
 - e. None of the above
4. Anytime an ICS position is demobilized, the function it was performing
 - a. Is eliminated
 - b. Goes to the next higher level in the organization
 - c. Is absorbed by another unit in the same section
 - d. Goes to the Incident Commander
5. Which of the following are essential in Transfer of Incident Command?
 - a. Briefing
 - b. Written action plan
 - c. Acceptance of command by a new IC
 - d. Both A and C
 - e. All of the above

Answers to chapter review questions

1. c. Fully qualified for the position, 2. d. All of the above, 3. d. All of the above, 4. b. Goes to the next higher level in the organization, 5. d. Both A and C.

Supporting Tasks

This chapter may be useful to students preparing for to work in one more of the units in the ICS organization. Every task performed by mission base staff members are potentially impacted by this chapter.

PRACTICAL SCENARIO: TRUCK ACCIDENT

Date: August 15

Time: 5 a.m.

Weather: Temp 65, wind is calm

You are a one-person state police unit:

You come upon an accident involving a panel truck on a State highway. The driver is out of the truck and is unconscious by the roadway. The truck is laying on its side in a ditch which has water in it. The contents of the truck are strewn all over and some containers are leaking.

Traffic is slowing on both sides of the highway. Several citizens have stopped their cars and come over to assist you.

You have called for an ambulance and a second unit to assist in traffic.

One of the citizen bystanders who was inspecting the inside of the truck suddenly becomes ill and begins to vomit.

The ambulance and second police unit arrive. You realize you will now need an additional ambulance, a heavy duty tow, additional units for traffic control, the local fire department HAZMAT team. You may wish to order other units. You have also been advised that the media is en route and also the state fish and game department.

You realize that you are no longer in a position to provide good direct supervision over all of the on-scene and incoming resources. You have exceeded your span of control. Your supervisor is en route and will be on-scene in thirty minutes.

In small groups, discuss how you would organize this incident using the principles of ICS. This is not an exercise in tactics. You do not need to be concerned with unit deployment.

Use the Incident Briefing (ICS Form 201) to pull together information about this incident. Prepare the ICS Form 201 as though you were going to turn over command of this incident to another person. Diagram the scene, your proposed organization, list the resources you have and those en route, and state your current actions.

Be prepared to brief your supervisor.

INCIDENT BRIEFING (ICS FORM 201)

Purpose

The Incident Briefing form provides the Incident Commander (and the Command and General Staffs assuming command of the incident) with basic information regarding the incident situation and the resources allocated to the incident. It also serves as a permanent record of the initial response to the incident.

Preparation

The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing. Proper symbology as outlined to the right should be used when preparing a map of the incidents.

Distribution

After the initial briefing of the Incident Commander and General Staff members, the Incident Briefing is duplicated and distributed to the Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, and appropriate Planning and Logistics Section Unit Leaders.

The sketch map and summary of current action portions of the briefing form are given to the Situation Unit while the Current Organization and Resources Summary portion are given to the Resources Unit.

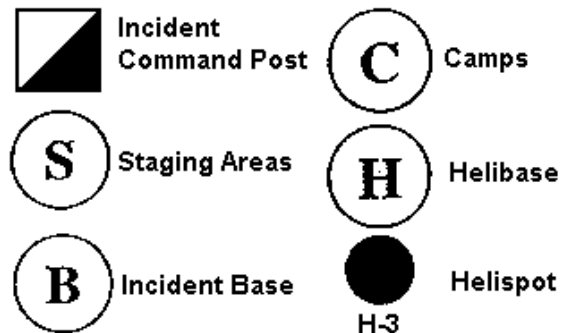


Figure 2-1. ICS Map Symbols

Instructions for Completing the Incident Briefing (ICS Form 201).

The following steps should be followed to complete ICS Form 201:

1. Incident Name - Print the name assigned to the incident.
2. Date Prepared - Enter date prepared (month, day, year).
3. Time Prepared - Enter time prepared (24-hour clock).
4. Map Sketch - Show perimeter and control lines, resources assignments, incident facilities, and other special information on a sketch map or attached to the topographic or other appropriate map.
5. Prepared By - Enter the name and position of the person completing the form.
6. Summary of Current Actions - Enter the strategy and tactics used on the incident and note any specific problem areas.
7. Current Organization - Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary.
8. Resources Summary - Enter the following information about the resources allocated to the incident. Enter the number and type of resource ordered. Resources Ordered Enter the number and type of resource ordered. Resource Identification Enter the agency three-letter designator, S/T, Kind/Type and resource designator. ETA/On Scene Enter the estimated arrival time and place the arrival time or a checkmark in the "on scene" column upon arrival. Location/Assignment Enter the assigned location of the resource and/or the actual assignment.

NOTE: Additional pages may be added to ICS Form 201 if needed.

Availability

This form is available in hard copy at cost from the National Interagency Fire Center, Great Basin Cache Supply Office, 3833 S. Development Ave., Boise, ID, 83705 or electronically from:

http://www.cap.gov/nhq/es/ICS_forms.htm

Usage Requirements

This form is required to be used on ALL emergency services missions.

Sample ICS Form 201

INCIDENT BRIEFING	1. INCIDENT NAME 00-1234	2. DATE PREPARED 4-19-00	3. TIME PREPARED 1430Z
<p style="text-align: center;">4. MAP SKETCH</p> <p style="text-align: center;">See the attached map.</p>			
ICS 201 (12/93) NFES 1325	PAGE 1	5. PREPARED BY (NAME AND POSITION) John J. Icee, Incident Commander	

7. CURRENT ORGANIZATION

<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 80%;"><div style="border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">INCIDENT COMMANDER</div><div style="border: 1px solid black; padding: 2px; text-align: center;">John J. Icee</div></div>		
<div style="display: flex; justify-content: space-around; margin-top: 10px;"><div style="border: 1px solid black; padding: 5px; text-align: center; width: 30%;"><div style="border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">PLANNING</div><div style="border: 1px solid black; padding: 2px; text-align: center;">John J. Icee</div></div><div style="border: 1px solid black; padding: 5px; text-align: center; width: 30%;"><div style="border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">OPERATIONS</div><div style="border: 1px solid black; padding: 2px; text-align: center;">John J. Icee</div></div><div style="border: 1px solid black; padding: 5px; text-align: center; width: 30%;"><div style="border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">LOGISTICS</div><div style="border: 1px solid black; padding: 2px; text-align: center;">John J. Icee</div></div></div>		
<div style="display: flex; justify-content: space-around; margin-top: 20px;"><div style="border: 1px solid black; padding: 5px; text-align: center; width: 22%;"><div style="border: 1px solid black; padding: 2px; text-align: center;">DIV./GROUP_____</div><div style="border: 1px solid black; padding: 2px; text-align: center;">N/A</div></div><div style="border: 1px solid black; padding: 5px; text-align: center; width: 22%;"><div style="border: 1px solid black; padding: 2px; text-align: center;">DIV./GROUP_____</div><div style="border: 1px solid black; padding: 2px; text-align: center;">N/A</div></div><div style="border: 1px solid black; padding: 5px; text-align: center; width: 22%;"><div style="border: 1px solid black; padding: 2px; text-align: center;">DIV./GROUP_____</div><div style="border: 1px solid black; padding: 2px; text-align: center;">N/A</div></div><div style="border: 1px solid black; padding: 5px; text-align: center; width: 22%;"><div style="border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">AIR</div><div style="border: 1px solid black; padding: 2px; text-align: center;">N/A</div></div></div>		
<div style="margin-top: 20px; width: 40%; margin-left: auto;"><div style="border: 1px solid black; height: 150px; width: 100%;"></div></div>		
ICS 201 (12/93) NFES 1325	PAGE 3	

Sample ICS Form 201 (Cont'd)







8. RESOURCES SUMMARY				
RESOURCES ORDERED	RESOURCES IDENTIFICATION	ETA	ON SCENE ✓	LOCATION/ASSIGNMENT
Urban DF Team	Team One	30 Min	✓	MGM for ELT Search
ICS 201 (12/93) NFES 1325	PAGE 4			

INCIDENT FACILITIES

OBJECTIVES:

1. Name each of the principal facilities used in conjunction with ICS, and explain the purpose and use of each.
2. Identify which facilities may be located together at an incident or event.
3. Describe how the various incident facilities are used and managed to support an incident or event.
4. Identify appropriate map symbols associated with incident facilities.

This chapter will describe the six primary kinds of facilities that can be established at an incident:

<u>Facility Name</u>	<u>Map Symbol</u>
1. Incident Command Post	
2. Staging Areas	
3. Base	
4. Camps	
5. Helibase	
6. Helispots	

As we will see, each facility has a unique purpose on an incident. These six facilities should be able to fulfill almost all incident facility requirements. Not all incidents, however, will use all facilities. Bases, Camps, Helibase, and Helispots are primarily used on larger incidents. Moreover, specific applications may make use of other facilities, e.g., triage center, temporary morgue, etc.

Incident Command System Facility Considerations

Before reviewing the primary facilities utilized in an ICS environment, remember that there are several factors to take into consideration when establishing incident facilities:

1. The first priority is the needs of the incident.

2. The length of time the facility will be used must be considered. If you only expect to be on site for a few hours, you may be able to live with the mistakes you make. If you expect to be required to work out of the key facilities you establish for an extended period (days, weeks, months, or even longer), then you need to be careful not to lock yourself into a location that doesn't give you the flexibility needed for the long term.

3. The cost to establish the facility must be considered. Are you sure that you need to sign a contract for the long term? Cheaper is not always better – sometimes you get what you pay for. Some facilities can be effectively collocated, possibly reducing the cost. The table below outlines which facilities can be collocated.

Collocating Facilities

Incident Facilities	ICP	Staging Area	Base	Camps	Helibase	Helispot
ICP		YES	YES	NO	YES	YES
Staging Area	YES		YES	YES	YES	YES
Base	YES	YES		NO	YES	YES
Camps	NO	YES	NO		NO	YES
Helibase	YES	YES	YES	NO		NO
Helispot	YES	YES	YES	YES	NO	

4. Environmental considerations must be considered, and not just from the perspective of how your facility will impact the environment, but also how the environment will impact your personnel and operations.

Incident Command Post

The Incident Command Post (ICP) is the location at which the primary command functions are performed. The Incident Commander will be located at the ICP. All incidents must have a designated location for the ICP. There will only be one ICP for each incident, even multi-agency or multi-jurisdictional incidents operating under a single or a unified command. The ICP can be located with other incident facilities. The initial location for the ICP should consider the nature of the incident, whether it is growing or moving, and whether the ICP location will be suitable in size and safe for the expected duration of the incident. The ICP may be located in a vehicle, trailer, tent, or within a building, to name just a few examples. On long-term incidents, it is desirable to provide an ICP facility that will provide adequate lighting and/or protection from the weather.

Larger and more complex incidents will often require larger ICP facilities. Examples of incidents that usually require an expanded ICP facility include:

1. Multi-agency incidents run under a Unified Command
2. Long-term incidents
3. Incidents requiring an on-scene communications center
4. Incidents requiring a separate planning function
5. Incidents requiring the use of Command Staff and Agency Representative positions

ICPs will be designated by the name of the incident, e.g., Woodstock ICP. Some incidents may be large enough to have an on-site communications center to dispatch assigned resources. The communications

center is often associated with or adjacent to the ICP. Also, some incidents will require space at the ICP to allow for various Command Staff and Planning Section functions.

Characteristics of the ICP: The following are some general characteristics of the ICP that should be known and understood:

1. There is only one ICP per incident, even if the incident is multi-jurisdictional.
2. The incident communications center, if established at an incident, is often located with or adjacent to the ICP.
3. The Incident Command function is carried out at the ICP.
4. The ICP may be located with other incident facilities such as the Incident Base.
5. The planning function is normally done at the ICP.
6. The ICP should be large enough to provide adequate working room for assigned personnel.
7. The ICP should contain situation and resource status displays necessary for the incident, and other information necessary for planning purposes.
8. Agency Representatives are normally located at the ICP.
9. Once established, the ICP will normally not be relocated. On expanding incidents it would be appropriate to move the ICP if an improved location is required or would facilitate command operations.

Establishing the ICP: The following are general guidelines to be used in establishing the ICP:

1. Position the ICP away from the general noise and confusion associated with the incident.
2. Position the ICP outside of the present and potential hazard zone.
3. Position the ICP within view of the incident (when appropriate).
4. Have the ability to expand the ICP as the incident grows.
5. Have the ability to provide security and control access to the ICP as necessary.
6. Identify the location of the ICP with a distinctive banner or sign.
7. Announce the activation and location of the ICP via radio or other communications media so that all appropriate personnel are notified.

Staging Areas

A Staging Area is a temporary location at an incident where personnel and equipment are kept while awaiting tactical assignments. An incident may have more than one Staging Area.

Staging Areas can be set up to meet specific functional needs. For example: for ambulances, fire equipment, police cars, etc. Some incidents may use the Staging Area(s) for only certain kinds of resources. For example, all police vehicles or all ambulances may be located in one Staging Area. A Staging Area could even be established in a harbor location for boats used in a water incident.

In locations where major incidents are known to occur frequently, it is advisable to designate possible Staging Area locations, and to plan their layouts in advance. Staging Areas may and probably will include temporary fueling and sanitation facilities.

Resources in a Staging Area are always in or on an available status, which means they are ready for assignment within three minutes. Staging Areas should be located within five minutes travel time to the area of expected need. These are important considerations for resource use planning and should be closely adhered to.

All Staging Areas will have a Staging Area Manager. The Staging Area Manager reports to the Operations Section Chief, or to the Incident Commander if an Operations Section has not been established.

Staging Areas will be given a name that describes their general location, e.g., Webster Park Staging Area. A Staging Area may be in the same general area or adjacent to other incident facilities; however, it should have its own separate location and name to avoid confusion should the staging area need to be moved in the future.

General Characteristics of Staging Areas: Staging Areas should:

1. Be close to the location of tactical assignments (within five minutes).
2. Be located out of any possible line of direct hazard effects to minimize risk.
3. Be relocated if necessary.
4. Have different access routes for incoming and outgoing resources.
5. Be large enough to accommodate available resources and have room for growth.
6. Be clearly marked.
7. Be located to minimize environmental damage.
8. Have necessary security controls.

Benefits of Using Staging Areas: Listed below are several, but probably not all, of the benefits from the use of Staging Areas at an incident. Staging Areas:

1. Provide locations for immediately available resources to await active assignments.
2. Provide locations to allow resources to be formed into operational units such as task forces and strike teams.
3. Provide for greater accountability by having available personnel and resources together in one location.
4. Provide safe locations for personnel and equipment to await assignments.
5. Prevent resources from freelancing or "doing their own thing."
6. Minimize excessive communications of resources calling for assignments.
7. Control and assist the check-in of personnel who arrive at the incident via privately owned vehicles or other private means.
8. Allow the Operations Section Chief or IC to properly plan for resource use, and to provide for contingencies.

Incident Base

An Incident Base will be established on some incidents. All primary services and support activity for the incident are usually located and performed at the Base. There should be only one Base established for each incident, and normally the Base will not be relocated.

The Logistics Section will be located at the Base, and the management of the Base comes under the Logistics Section. If an Incident Base is established, a Base Manager will be designated, and the Base Manager in a fully activated ICS organization will be in the Facilities Unit of the Logistics Section.

Normally, the Incident Base is the location where all uncommitted (out-of-service) equipment and personnel support operations are located. Tactical resources assigned to the Incident Base will normally be out-of-service.

The Base will be designated by incident name, e.g., Midway Base. In locations where major incidents are known to occur frequently, it is advisable to pre-designate and name possible Base locations, and to plan their layouts in advance.

Camps

Camps are temporary locations within the general incident area that are equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel. All ICS functional unit activities performed at the Base may also be performed at Camps

Camps are separate facilities, and are not located at the Incident Base.

Camps may be in place for several days, and they may be moved depending upon incident needs.

Very large incidents may have one or more Camps located in strategic areas. For example, in a civil disturbance incident there may be several camps designated where National Guard personnel and equipment are temporarily located.

Each Camp will have a Camp Manager assigned. Camp Managers are responsible for managing the camp, and for providing non-technical coordination of all organizational units operating within the Camp. Camp Managers will report to the Facilities Unit Leader in the Logistics Section. If that position has not been activated, the Camp Manager would report to the Logistics Section Chief. Initially, personnel requirements for Logistics Section units located at Camps will be determined by the Incident General Staff, based on the kind and size of the incident and the expected duration of Camp operations. After a camp is established, additional personnel and support needs would normally be determined and ordered by the Camp Manager. If logistics units are established at Camps, they would be managed by assistants.

Camps are designated by a geographic name or by a number. For example the 44th St. Camp, Presidio Camp, or Camp #3

Helibase

Helibases and Helispots serve somewhat different purposes at an incident. We will first cover the Helibase.

A Helibase is the main location within the general incident area for parking, fueling, maintenance, and loading of helicopters. The Helibase is often located at or near the incident base. However, an incident Helibase can also be located at a nearby airport, or at another off-incident location.

A Helibase will be used to load helicopters with personnel, equipment, and supplies necessary for incident operations.

The incident Helibase will be designated by the name of the incident, e.g., Presidio Helibase.

Large incidents could have more than one Helibase. For example, a second Helibase would be called Presidio Helibase #2.

Helibases will normally not be moved.

The Helibase will be managed by a Helibase Manager. The Helibase Manager will report to the Air Support Group Supervisor in the Air Operations organization if that position has been activated. If not, the Helibase Manager reports to either the Air Operations Branch Director (if activated) or to the Operations Section Chief.

Helispots

Helispots are temporary locations in the incident area where helicopters can safely land and take off.

Helispots can be used to load or off-load personnel, equipment, supplies, water, etc.

Helispots will be managed by Helispot Managers who will function on the ground at the Helispot. The Helispot Manager will report to the Helibase Manager. If an incident has no established air operations organization but does have one or more Helispots designated, the Helispot Managers will report to the Operations Section Chief.

Chapter review questions

1. Which of the following is not established to support incident operations?
 - a. Command Post and Staging Areas
 - b. Base and Camps
 - c. Triage and Medevac
 - d. Helibase and Helispots
2. When possible the ICP should be located
 - a. Outside the present and potential hazard zone
 - b. In a vehicle
 - c. With the largest agency
 - d. With the Incident Base
3. All resources in a Staging Area must be in what status condition?
 - a. In Service
 - b. Mission Ready
 - c. Available
 - d. All of the above
 - e. None of the above
4. Helispots can perform all of the same functions as the Helibase
 - a. True
 - b. False
5. All incidents should have
 - a. A base or helibase
 - b. Staging Areas
 - c. An Incident Command Post
 - d. None of the above

Answers to chapter review questions

1. c. Triage and Medevac, 2. a. Outside the present and potential hazard zone, 3. c. Available, 4. b. False, 5. c. An Incident Command Post

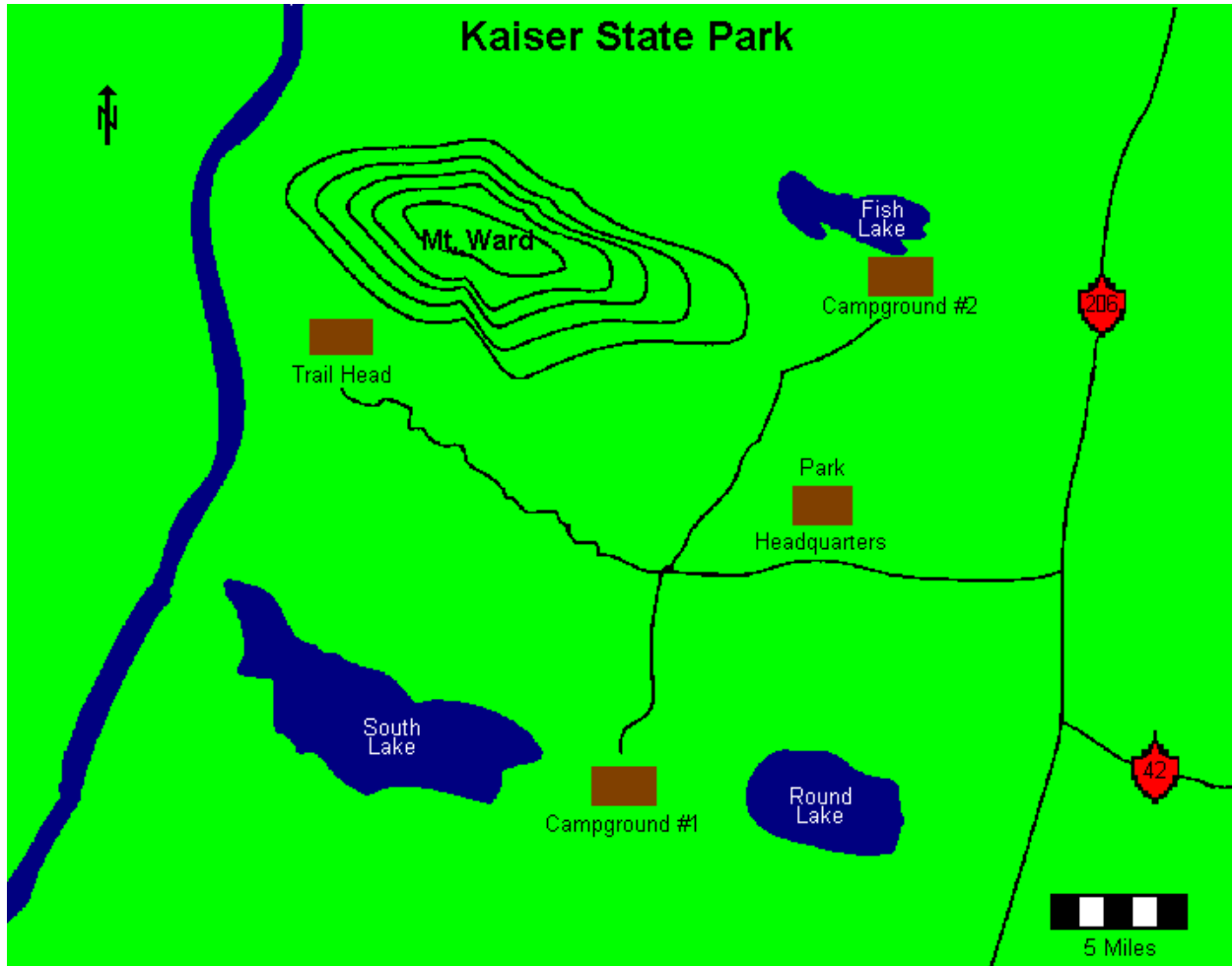
Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

PRACTICAL SCENARIO: MISSING CHILD

An eight--year-old boy was last seen at Camp #2 at Fish Lake four hours ago. It is now 5 p.m. The park is approximately 34 miles long and 25 miles wide. There is one two-lane paved road into the park headquarters, and Unpaved roads to camps and lakes. Park officials have begun a search, and are gearing up for a full-scale search to begin at daybreak.

Considering the above information, the map below, and your experience as a member of a search and rescue team, make recommendations as to where key facilities (ICP, Camps, Staging Areas, etc.) should be located, and label them appropriately on the map provided. Remember, that even though we would hope the child is found quickly, this search could end up taking several days.



INCIDENT RESOURCES

OBJECTIVES:

1. Describe the need for proper incident resource management.
2. Describe three ways of managing resources and the advantages of each.
3. Explain the purpose of resource typing.
4. Describe the three resource status conditions used at an incident, and the purpose and limits associated with each.
5. Explain how resource status is changed, how notification of changes is made, and how status is maintained at an incident or event.
6. In a small group exercise, list various kinds of resources which may be encountered on incidents in which the student is or may become involved. Student groups will provide typing for these resources.

Importance of Resource Status Keeping

On any incident, the effective management of tactical resources is a vital consideration. The ability to select the right resource for the task to be done is essential to properly accomplish the job, ensure resource safety, and be cost effective.

Maintaining status of all resources assigned to the incident is an important aspect of resource management. A tactical resource, e.g., a helicopter, will have a wide variety of capabilities and uses. It is obviously not enough to just order a helicopter. For this reason, it is strongly recommended that the various kinds of resources used within ICS be typed whenever possible.

In addition, not all tactical resources at an incident may be usable at any given time. For a variety of reasons, some resources may be temporarily out-of-service or placed into an available (ready) but not assigned status. This module will describe tactical resource use on an incident. Later, in Module 9, resource management will be covered in more detail.

Definition of Resources

In ICS applications, tactical resources consist of all personnel and major items of equipment available or potentially available for assignment to incidents. Equipment resources will include the personnel required to operate/staff them.

Resources can be described both by kind and by type.

1. Resource Kinds

The kind of resource describes what the resource is, e.g., patrol vehicle, helicopter, fire engine, oil skimmer vessel, bulldozer, plow, etc. The kinds of resources can be as broad as necessary to suit the incident application.

Some of the same kind of tactical resources may be used by different agencies on a variety of incidents. For example, both police and fire departments will often use helicopters, fuel tenders, and crew transports.

Other kinds of resources, e.g., patrol cars, search dogs, or fire engines, are specific to the user agency and to the application area.

2. Resource Types

The type of resource describes a performance capability for that kind of resource. For example, in the NWCG Fireline Handbook, a Type 1 helicopter will carry up to 16 persons. A Type 3 helicopter will carry up to five persons.

Resources are usually typed by a number, with 1 being the highest capability or capacity; 2, the next highest, etc. However, that high capacity does not necessarily mean that it is the right resource for the job to be done.

For example, a Type 1 fire engine which has the greatest pumping capacity may not, because of terrain considerations, be able to access the area where the resource is needed.

The specific capability of the resource must always be clearly spelled out in the type descriptions. There are three distinct advantages to typing resources:

In Planning

Knowing the specific capabilities of the various kinds of resources helps planners decide the type and quantity of resource best suited to perform activities required by the Incident Action Plan.

In Ordering

Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.

In Monitoring Resource Use

An awareness of the type of tactical resource assigned enables the manager to monitor for under-or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.

While resource typing is a good idea, there are only a few typing standards currently available nationally, and these are primarily in the wildland fire services.

Options for Using Resources on an Incident

There are three ways of using resources at an incident:

1. As Single Resources
2. As Task Forces
3. As Strike Teams

Each of these has certain features:

Single Resources

Single Resources are individual pieces of equipment, or a crew of individuals, with an identified work supervisor that can be used in a tactical application on an incident.

A Single Resource is often the most common way of initially using resources on an incident.

Single Resources can be typed to reflect capability. Unless a Single Resource is typed, its specific resource capabilities may not be clear to everyone.

Examples of Single Resources:

KIND	TYPE
Police Motorcycle Unit	
Fire Engine Company	1
Medical team	
Helicopter	2
Search Dogs	2

* Typing of resources other than fire has not been done on a broad scale.

Task Forces

Task Forces are any combination and number of single resources (within span of control limits) assembled for a particular tactical need. Task forces may be a mix of all different kinds of resources, be of the same kind but different types, or be several resources of one kind mixed with other resources. We will look at some examples in a moment.

Requirements of a Task Force

1. Must have a leader.
2. Must have communication between resources and the leader, and from the leader to the next level supervisor.
3. Must have transportation as required.
4. Must be within span of control limits.
5. Task Forces are very flexible in their makeup with no limitations other than span of control.

Examples of Task Forces

1. Public Works Task Force: Two Bulldozers; Two Dump Trucks
2. Fire Task Force: Two Engines One Bulldozer; Two Hand Crews
3. Search and Rescue Task Force: One Helicopter; One Alpine S&R Team; One Medical Technician
4. Oil Spill Task Force: Five Berthing/food ships; Ten Work Boats; One Tank Barge; Four Skimmer Vessels
5. Law Enforcement Task Force: One Swat Team; One K-9 Team; One Fire Engine; One Ambulance
6. Multi-agency Task Force: Five Officers; Five Engines; Three Medical Units

Requirements of a Strike Team

1. All resources must be of the same kind and type
2. Must have a leader.
3. Must have communications between resources and the leader.
4. Must have transportation (as required).
5. Must operate within span of control limits.

Example of a nationally recognized Strike Team

Fire: Five Type 1 Engines or Three Type 2 Bulldozers

Strike Teams have proven to be very valuable for use in large wildland fire incidents. In those kinds of incidents Strike Teams are regularly used for managing engines, hand crews, and bulldozers. The use of Strike Teams in other application areas is more limited.

Management of Task Forces and Strike Teams

A requirement for all Task Forces and Strike Teams is that they must have a leader and common communications.

Depending upon the level of organization established for the incident, Task Force and Strike Team Leaders will report to the Incident Commander, the Operations Section Chief, or to a Division or Group Supervisor.

Advantages of Task Forces and Strike Teams

1. Enables more effective resource use planning.
2. Provides an effective way of quickly ordering just what is necessary.
3. Reduces radio traffic by communications going to a task force or strike team leader, rather than to each single resource.
4. Increases the ability to expand the organization for large incident operations while maintaining good span of control.
5. Provides close resource control and accountability.

Resource Status

All tactical resources at an incident will be in one of three status conditions.

1. Assigned: Resources working on a tactical assignment under the direction of a supervisor.
2. Available: Resources ready for deployment.
3. Out-of-Service: Resources that are not ready for available or assigned status.

Reasons for resources being out-of-service can include:

1. Mechanical (vehicle or equipment services required)
2. Rest (personnel)
3. Staffing (insufficient personnel to operate the equipment)

In addition, in some situations resources could also be out-of-service for:

Environmental reasons (darkness or weather)

Financial (exceeded allowed overtime costs)

Resources can go out-of-service during an active assignment for mechanical or staffing reasons. Usually resources out-of-service for other reasons will be located at the incident base or at camps if these facilities have been established.

Changing Resource Status

Resource status on an incident, is maintained and changed by the supervisor who has the resources under assignment. On larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.

All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element.

The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.

Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division or Group Supervisor.

Information about the status change will be passed to the Resources Unit of the Planning Section.

Normally, the persons who can change status of resources on an incident could include:

The person in charge of the single resource.

A Task Force or Strike Team Leader.

A Division or Group Supervisor.

The Operations Section Chief or Incident Commander.

Resource Status Keeping Systems

There are several status keeping methods or systems which can be used to keep track of resources at incidents. Several of them will be briefly mentioned, however no single system is recommended.

1. Manual Record Keeping on Forms

The resources summary of the ICS Form 201, the ICS Form 211 (Check-in List), and the ICS Form 204 (Assignment List) provide formats for recording information about resources and their assignments.

2. Card Systems

Several versions are available which allow for maintaining status of resources on cards. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.

3. Magnetic Symbols on Maps or Status Boards

Magnetic symbols or icons are sometimes used. These can be prepared in different shapes, sizes, and colors with space to pencil in the resource designator. The symbols are placed on maps or on boards which have locations designated to match the incident.

4. Computer Systems

A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then be maintained to reflect current resource status.

Chapter Review Questions

1. Kind describes what a resource is and type of resource describes a performance capability.
 - a) True
 - b) False
2. Resources at an incident may be utilized
 - a) As single resources
 - b) As task forces and/or strike teams
 - c) In any appropriate manner by the Command Section
 - d) Both A and B
 - e) Only by the agency that owns them
3. A task force may be
 - a) Resources of the same kind and type
 - b) A mix of differing types of resources
 - c) The same kind of resources but different types
 - d) Several resources of one kind mixed with other resources
 - e) All of the above
4. All Strike Team resources must be
 - a) From the same agency
 - b) Listed as available
 - c) Of the same kind and type
 - d) Of different kinds and types to be able to operate independently
5. Essential requirements of both Task Forces and Strike Teams are that they
 - a) Must have a leader
 - b) Must have communications with the leader
 - c) Must have transportation as required
 - d) Must be within span of control limits
 - e) All of the above

Answers to chapter review questions

1. a. True, 2. d. Both A and B, 3. e. All of the above, 4. c. Of the same kind and type, 5. e. All of the above

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

EXERCISE SCENARIO

The City of Murkeyville has experienced a tornado affecting a six block area. The area has been designated as a single incident. There are many casualties and widespread damage.

Resources for use at this incident:

KIND OF RESOURCE				
4WD PASSENGER VEHICLES	5			
ALS UNITS	2			
BLS UNITS	5			
BULLDOZERS	4			
BUSES-30 PASS, 50 PASS	5 30 PASS			
COAST GUARD VES				
COMM UNITS	1			
CRANES	3			
DUMPTRUCKS	7			
EMS UNITS				
FIRE ENGINE CO'S	8			
FIRE TRUCK CO'S	2			
FIRE BOATS				
HAZMAT UNITS	1			
HELICOPTERS	1			
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS	7			
PASSENGER VEHICLES	10			
PATROL UNITS	8			
PICKUP TRUCKS	12			
PRIVATE AMBULANCES	4			
SAR UNITS				
STATION WAGONS				
WATER TENDERS	2			

Change names or add to the list as desirable

COMMON RESPONSIBILITIES ASSOCIATED WITH ICS ASSIGNMENTS

OBJECTIVES:

1. List actions to be accomplished prior to leaving for an incident or event.
2. List the steps involved at incident check-in.
3. List (or select from a list) major personal responsibilities at an incident or event.
4. List the major steps necessary in the incident or event demobilization process.

General Guidelines

Most incidents will be of short duration, and will not require traveling out of jurisdiction. The following are general guidelines covering your actions for those situations that will require an extended stay or out-of-jurisdiction travel:

1. Assemble or update a travel kit containing any special technical information, e.g., maps, manuals, contact lists, and other reference materials.
2. Prepare personal items that you will need for your estimated length of stay.
3. Review your emergency assignment. Know to whom you will report and what your responsibility will be.
4. Have a clear understanding of the decision-making authority you hold for your agency while at the incident. Determine this as soon as you realize you may be assigned to an incident.
5. Determine what communications procedures should be followed so you can contact your headquarters or home office if necessary.
6. Ensure that family members know your destination and how to contact you in the event of a family emergency.
7. Familiarize yourself with travel and pick-up arrangements that have been established for you.
8. Determine what your return mode of transportation will be if possible.

Actions Prior to Departure

Personnel will be notified of an incident assignment by established agency procedures.

Information that should be known includes, but is not limited to, the following:

1. Incident types and name or designation
2. Incident check-in location
3. Reporting time
4. Travel instructions
5. Communication instructions
6. Your unit's radio designation

Resource		Date 6/23	
Reque	Name	Agency	Radio Designation
0-35	Bob Smith	county	GSUL

Check-in at the Incident

Check-in officially logs you in at the incident and provides important basic information which will be used for status keeping and for release and demobilization.

Check-in information is used in several ways at the incident. The check-in process and information supports the following activities;

1. Personnel accountability
2. Resources Unit status keeping
3. Preparation of assignments and reassignments
4. Locating personnel for emergency notifications
5. Establishing personnel time records
6. Release planning
7. Demobilization

Check-in only once. In ICS, check-in information is usually recorded on the ICS Check-In Form 211. Check-in Recorders may be found at several incident locations. (These locations may not all be activated at every incident.)

1. Incident Command Post (Resources Unit)
2. Base or Camp(s)
3. Staging Areas
4. Helibase

In addition you may report directly to Division/Group Supervisors.

If instructed to report directly to a tactical assignment, you should report in to the designated Division or Group Supervisor or to the Operations Section Chief or Incident Commander depending upon the level of ICS activation.

After release from tactical assignment you will formally check-in at one of the above locations.

Agencies will often have different procedures associated with incident responsibilities. The checklists provided in this module will cover most of the major requirements. However, some agencies may need to augment the checklists.

Common Responsibilities at the Incident

After check-in, locate your incident point of contact, and obtain your initial briefing. The information you receive in your briefing will be important for your own planning and for passing on accurate and up-to-date information to your subordinates.

Briefings received and given should include:

1. Current situation assessment.
2. Identification of specific job responsibilities expected of you.
3. Identification of co-workers within your job function and/or geographical assignment.
4. Location of work area.
5. Identification of eating and sleeping arrangements as appropriate.
6. Procedural instructions for obtaining additional supplies, services, and personnel.
7. Identification of operational period work shifts.

After receiving your briefing and activating your assignment, give a similar briefing to any personnel assigned to you.

Supervisors must maintain a Unit Log, ICS Form 21.4 indicating names of personnel assigned and a listing of major activities during an Operational Period.

Incident Records Keeping

All incidents require some form of records keeping. Requirements will vary depending upon the agencies involved, and the kind and size of incident.

Detailed information on how to use several of the ICS forms will be covered in other modules, or may be found in the Forms Manual.

Five general considerations relative to incident records keeping are as follows:

1. Print or type all entries.
2. Enter dates by month/day/year format.
3. Enter date and time on all forms and records.
4. Fill in all blanks, use NIA as appropriate.
5. Use military 24-hour clock time.

Fill in all blanks on forms. If information is not available or not applicable enter NIA to let the recipient know that the information was not overlooked.

Communications Discipline

Important considerations related to communications include the following:

1. All incident personnel must observe strict radio/telephone procedures.
2. Use clear text or plain English. Codes should not be used in radio transmissions.
3. Limit radio and telephone traffic to essential information only. Pre-plan what you.

Incident Demobilization

Agency requirements for demobilization at an incident will vary considerably.

Large incidents may require the establishment of a Demobilization Unit within the Planning Section.

General demobilization considerations for all personnel are to:

1. Complete all work assignments.
2. Brief subordinates regarding demobilization.
3. Complete and file required forms and reports.
4. Follow incident and agency check-out procedures.
5. Evaluate performance of subordinates prior to release from the incident.
6. Return any incident-issued communications equipment or other non-expendable supplies.
7. Report to assigned departure points on time or slightly ahead of schedule.
8. As appropriate, stay with your group until you arrive at your final destination.

Other Considerations Related to Incident Operations

Sexual harassment, discrimination (age, racial, sexual, etc.), the use of illegal drugs or alcohol are all prohibited and illegal activities. Correct and/or report all such activities to your supervisor. Represent your agency in a professional and friendly manner at all times.



Chapter Review Questions

1. Information you should receive about your incident assignment before departing includes
 - a) Incident type and name or designation
 - b) Check-in location and reporting time
 - c) Travel and communications instructions
 - d) All of the above
2. Check-ins at an incident can be accomplished at
 - a) Incident Command Post (Resource Unit)
 - b) Bases or Camps
 - c) Staging Areas
 - d) All of the above
 - e) None of the above, check-ins are done over the radio
3. Who maintains the unit log?
 - a) Supervisors
 - b) Team Leaders
 - c) Incident Commander
 - d) All of the above
4. The following are essential when communicating at any incident
 - a) Using clear text
 - b) Making frequent radio checks
 - c) Passing essential information only
 - d) A and B
 - f) A and C
5. How often does the Unit Log need to be updated?
 - a) Any time there is a change
 - b) Every Operational period
 - c) Every day
 - d) The need is dictated by the incident and there is no established schedule.

Answers to chapter review questions

1. d. All of the above, 2. d. All of the above, 3. a. Supervisors, 4. e. A and C, 5. b. Every operational period

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

ORGANIZATION AND STAFFING

OBJECTIVES:

1. Match responsibility statements to each ICS organizational element.
2. List the ICS positions which may include deputies, and describe deputy roles and responsibilities. Describe differences between deputies and assistants.
3. Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
4. Describe reporting relationships and information flow within the organization.

This is a self-paced module that provides a comprehensive description of the responsibilities of the organizational elements within each section of the ICS. Describes the general duties of each organizational element, terminology, staffing considerations, and reporting relationships.

INCIDENT COMMAND SYSTEM MAJOR ORGANIZATIONAL ELEMENTS

ICS Organization

The ICS organization is built around five major functions that are applied on any incident whether it is large or small.

A major advantage of the ICS organization is the ability to fill only those parts of the organization that are required.

For some incidents, and in some applications, only a few of the organization's functional elements may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.

ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times.

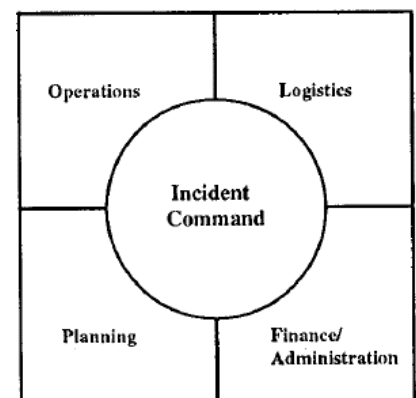
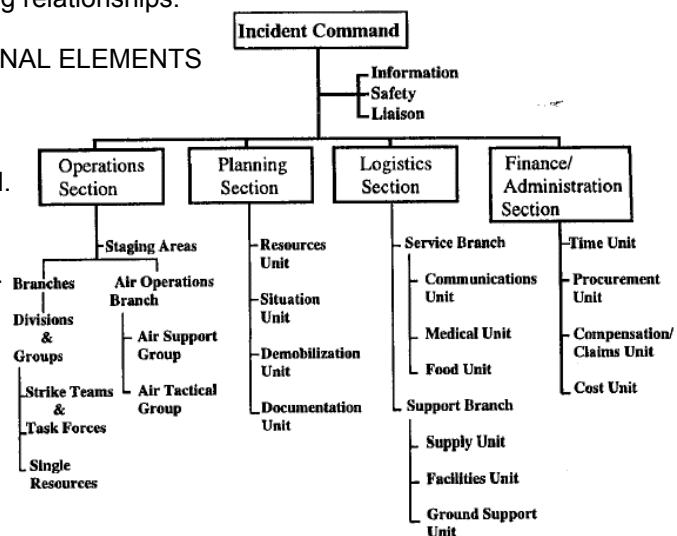
With this in mind, we will now examine each of the five major functional elements, concentrating on major responsibilities rather than detailed duties.

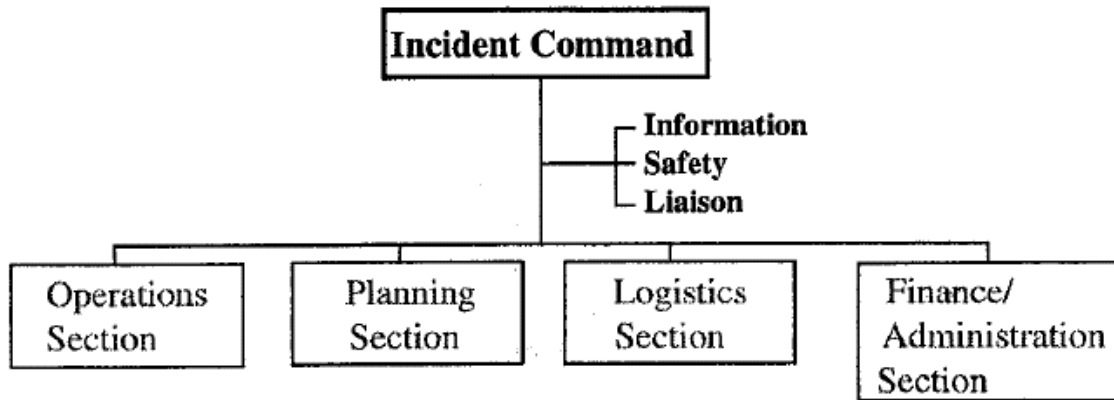
The following represent the major responsibilities and duties of the Incident Commander and the Command and General Staff positions. Individual agencies may have additional responsibilities and more detailed lists of duties.

Detailed duties for each ICS position are found in the Curriculum Companion Document ICS Position Descriptions and Responsibilities.

Incident Commander and Command Staff

Operations Section
Planning Section
Information Safety Liaison
Logistics Section
Finance/ Administration Section





The Incident Commander's responsibility is the overall management of the incident. On most incidents the command activity is carried out by a single Incident Commander. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a deputy, who may be from the same agency, or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work; they must be ready to take over that position at any time.

A Unified Command organizational structure should be established in multijurisdiction or multi-agency incidents. The Unified Command concept is a method to provide a coordinated management team when there are several agencies or jurisdictions involved in an incident. Unified Command procedures are covered in Modules 8 and 13.

Incident Commander Major Responsibilities and Duties

The Incident Commander has a wide variety of responsibilities. First, we will look at the overall list, followed by a more detailed review of several of the responsibilities.

1. Assess the situation and/or obtain a briefing from the prior Incident Commander.
2. Determine incident objectives and strategy.
3. Establish the immediate priorities.
4. Establish an Incident Command Post.
5. Establish an appropriate organization.
6. Ensure planning meetings are scheduled as required.
7. Approve and authorize the implementation of an Incident Action Plan.
8. Ensure that adequate safety measures are in place.
9. Coordinate activity for all Command and General Staff.
10. Coordinate with key people and officials.
11. Approve requests for additional resources or for the release of resources.
12. Keep agency administrator informed of incident status.
13. Approve the use of students, volunteers, and auxiliary personnel.
14. Authorize release of information to the news media.
15. Order the demobilization of the incident when appropriate.

Review of Selected Incident Commander Functions

Some of the above activities are self-evident and do not require much explanation. A few of them, however, are more complex and require discussion. We will look at several of these in more detail:

1. Establish an Incident Command Post (ICP)

Initially, the ICP will be wherever the Incident Commander is located. As the incident grows, it is important for the Incident Commander to establish a fixed location for the ICP and to work from that location.

The ICP provides a central coordination point from which the Incident Commander, Command Staff, and Planning functions will normally operate. Depending on the incident, other members of the General Staff may

be operating in other locations, however, they will attend planning meetings and be in close contact with the Incident Commander.

The ICP can be any type of facility that is available and appropriate, e.g., vehicle, trailer, tent, an open area, or a room in a building. The ICP may be located at the Incident Base if that facility has been established.

Once established, the ICP should not be moved unless absolutely necessary. (For additional description of the ICP, see Module 4 on Incident Facilities.)

2. Establish the Immediate Priorities

First Priority is always safety of:

People involved in the incident

Responders

Other emergency workers

Bystanders

Second Priority - Incident stabilization. Stabilization is normally tied directly to incident complexity. When considering stabilizing the incident situation, the following "musts" are essential for the Incident Commander.

The IC must:

Ensure life safety

Stay in command

Manage resources efficiently and cost effectively

3. Determine Incident Objectives, Strategy, and Tactical Direction

It is safe to say that all agencies employ some sequence of steps to meet incident-related goals and objectives. Several different approaches have been suggested. Some of these have more steps and are more detailed than others. A suggested four-phased approach is offered below:

Know Agency Policy

The Incident Commander may not always be an employee of the agency or jurisdiction experiencing an incident. Therefore, the Incident Commander must be fully aware of agency policy. This includes any operating or environmental restrictions, and any limits of authority. Agencies will vary on how this policy is made known to the Incident Commander. Some agencies will require it in writing on large incidents, others do not. Agency policy can affect the establishment of incident objectives.

Establish Incident Objectives

The Incident Commander has the responsibility to determine the Incident Objectives. Incident Objectives are statements of intent related to the overall incident. Essentially, the objectives answer the question of what do we want to do. For some kinds of incidents the time to achieve the objectives is critical. In others, time, while always important, may not be an overriding issue. All Incident Objectives must be measurable.

The following are some single examples of Incident Objectives for several different kinds of incidents. Each of these is measurable and some are time dependent.

1. Release all hostages safely with no further casualties.
2. Stop any further flow of toxic material to river bed.
3. Contain fire within existing structures.
4. Search all structures for casualties by 1400 hours.
5. Reduce reservoir level to 35 feet by 0800 hours tomorrow.
6. Spray 20,000 acres in treatment Unit by (date).

Develop Appropriate Strategy(s)

Strategy describes the general method or methods that should be used either singly or in combination, which will result in achieving the incident objective.

For example for one of the Incident Objectives listed above; i.e., reduce the reservoir level to 35 feet several strategies could be employed:

Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways
Strategy #3 - Use pumps

Any one of these strategies would contribute to meeting the objective. All three could be used together.

Execute Tactical Direction

Tactical Direction describes what must be accomplished within the selected strategy or strategies in order to achieve the Incident Objectives. Tactical Direction is the responsibility of the Incident Commander or the Operations Section Chief if that position has been established.

The Operations Section Chief, or the Incident Commander if the Operations Section Chief has not been established, should interact with Branch Directors and Division and/or Group Supervisors on the tactics that should be employed to meet the incident objectives.

This is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can assure understanding and enhance commitment.

Tactical Direction consists of the following steps:

Establish Tactics

Determine the tactics that are to be used appropriate to the strategy. The tactics are normally established for an operational period. For example, for one of the above strategies the tactic might be to use truck-mounted pumps working from the road on north side discharging into spillway, and portable or stationery pumps on the east side discharging into Murkey Creek.

Assign Resources

Determine and assign the kind and type of resources appropriate for the selected tactics. For example, obtain three 1500-gpm truck mounted pumps from county flood control. Use two water department 500-gpm portable pumps on east side.

Monitor performance

Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate. Using the above example, it may be necessary to increase the pumping capacity. This would require ordering and installing additional pumping equipment. It could also be determined that due to clogging, the use of pumps as a strategy may have to be abandoned.

It should be noted that while the above examples relate to incidents, the planning for an event would entail the same basic phases.

Monitor Scene Safety

Life safety at the scene of an incident is always the top priority. If the incident is complex, or the Incident Commander is not a tactical expert in all the hazards present, a Safety Officer should be assigned. Note that under law, hazardous materials incidents require the assignment of a Safety Officer.

Establish and Monitor Incident Organization

One of the primary duties of the Incident Commander is overseeing the management organization. The organization needs to be large enough to do the job at hand; yet, resource use must be cost-effective. Anticipated expansion or diminishment of the incident will call for corresponding changes to the organization. The Incident Commander is responsible to delegate authority as appropriate to meet the need.

Manage Planning Meetings as Required

Planning meetings and the overall planning process are essential to achieving the incident objectives. On many incidents, the time factor does not allow prolonged planning. On the other hand, lack of planning can

be disastrous. Therefore, it is important to know and use an effective planning process. Proactive planning is essential to consider future needs. Incident planning is covered in detail in Module 9.

Approve and Authorize the Implementation of an Incident Action Plan

ICS offers great flexibility in the use of Incident Action Plans. Plans can be oral or written. Written plans should be provided for multijurisdiction or multi-agency incidents, or when the incident will continue for more than one Operational Period.

Approve Requests for Additional Resources or for the Release of Resources

On small incidents, the IC will personally determine additional resources needed and order them. As incidents grow in size and complexity, the ordering responsibility for required resources will shift to the Logistics Section Chief and to the Supply Unit if those elements of the organization have been established.

Authorize Release of Information to the News Media

One significant change of recent years is the increased capability and desire of the media to obtain immediate access to information. The sophistication of modern news gathering methods and equipment make it very important that all incidents have procedures in place for managing the release of information to the media, as well as responding appropriately to media inquiries.

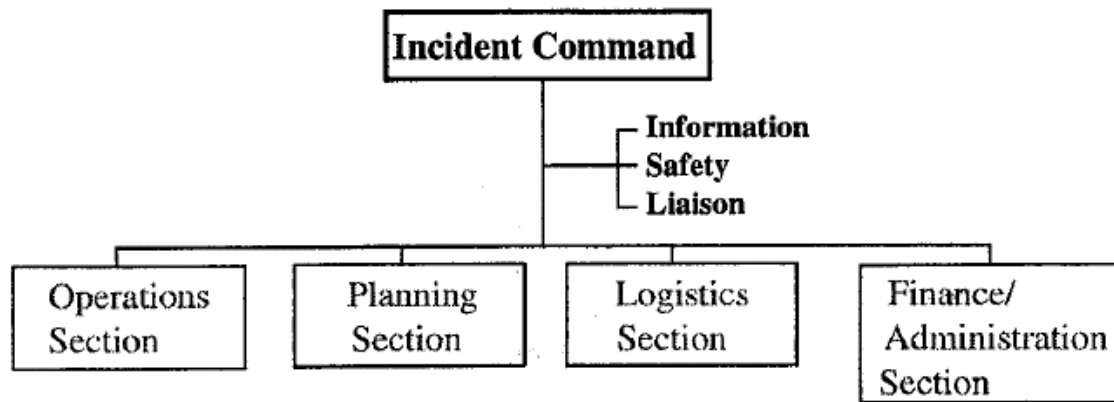
It is not at all unusual that on some incidents the media may have recent and accurate information that is not yet available to the Incident Commander through internal lines of communication. In some cases media coverage may inadvertently affect priorities.

Characteristics of an Effective Incident Commander

The Incident Commander is normally the most visible person on the incident. Following are just some of the characteristics associated with an effective IC:

- Command presence
- Understands ICS
- A proven manager
- Puts safety first
- Proactive
- Decisive
- Objective
- Calm
- Quick thinking
- Good communicator
- Adaptable and flexible
- Realistic about personal limitations
- Politically astute

Command Staff



There are three important staff functions that are the responsibility of the Incident Commander unless Command Staff positions are established.

Public information and media relations.

Maintaining liaison with assisting and cooperating agencies.

Ensuring safety.

On some incidents, any one of these functions can consume much of the Incident Commander's time. Therefore, it is important to recognize their importance and quickly fill the positions if necessary.

Note that the Command Staff differs from the General Staff positions for the line organization of Operations, Planning, Logistics, and Finance/Administration.

Information Officer

The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multijurisdiction incidents. The Information Officer may have assistants as necessary, and the assistants may represent assisting agencies or jurisdictions.

Reasons for the IC to designate an Information Officer:

1. An obvious high visibility or sensitive incident.
2. Media demands for information may obstruct IC effectiveness.
3. Media capabilities to acquire their own information are increasing.
4. Reduces the risk of multiple sources releasing information.
5. Need to alert, warn or instruct the public.

The Information Officer should consider the following when determining a location to work from at the incident:

1. Be separate from the Command Post, but close enough to have access to information.
2. An area for media relations and press/media briefings must be established.
3. Information displays and press handouts may be required.
4. Tours and photo opportunities may have to be arranged.

Liaison Officer and Agency Representatives

Incidents that are multijurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

The Liaison Officer is the contact for agency representatives assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

What are the differences between an assisting agency and a cooperating agency? These are not large distinctions, but may be useful in some applications or to some agencies.

Assisting Agencies - An agency that is assisting on an incident is directly contributing tactical resources to the agency or jurisdiction that is responsible for the incident. Thus, fire, police, or public works equipment sent to another jurisdiction's incident would be considered assisting agency resources.

Cooperating Agencies - An agency which supports the incident or supplies assistance other than tactical resources would be considered a cooperating agency. Examples include the American Red Cross, Salvation Army, utility companies, etc. On some law enforcement incidents a fire agency may not send fire equipment but may supply an Agency Representative for coordination purposes. In this case, the fire agency would be considered a cooperating agency.

The following are some of the main reasons to establish the Liaison Officer position at an incident:

1. When several agencies send, or plan to send, Agency Representatives to an Incident in support of their resources.
2. When the IC can no longer provide the time for individual coordination with each Agency Representative.
3. When it appears that two or more jurisdictions may become involved in the incident and the incident will require on-site liaison.

Agency Representatives

In many multijurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

Safety Officer

The Safety Officer's function on the Command Staff is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

All public safety agencies stress the importance of safety as an individual responsibility. HAZMAT incidents require the assignment of a Safety Officer. Supervisors are instructed to watch for potential unsafe conditions. Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

The Safety Officer will correct unsafe situations by working through the chain of command. However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent life-threatening danger.

The ICS General Staff Positions

The General Staff consists of the following positions:

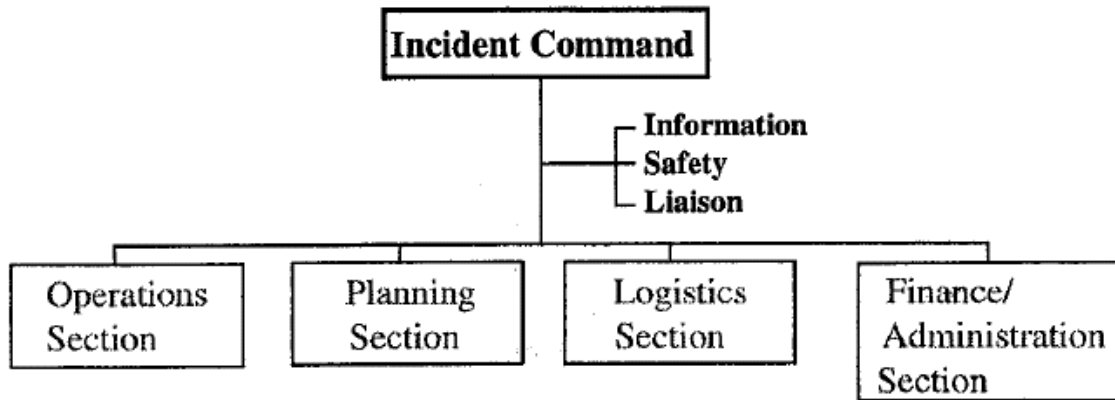
Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance/Administration Section Chief

Operations Section



The Operations Section is responsible for managing all tactical operations at an incident. The number of tactical resources involved and span of control considerations generally dictate the build-up of the Operations Section. There is no precise guideline for when the Operations Section will be established on an incident. In some cases, depending upon the complexity of the incident and the desires of the Incident Commander, it may be the first section to be established. In other situations, the IC may elect to maintain control of Operations, and establish Logistics, Planning, and, if necessary, Finance/Administration functions as separate sections before designating an Operations Section.

The Operations Section consists of the following components:

1. Ground or surface-based tactical resources
2. Aviation (Air) resources - helicopters and fixed-wing aircraft
3. Staging Areas

Incidents will use any or all of these components, depending on the need.

Ground or Surface Tactical Resources

There are three ways of organizing tactical resources on an incident. The determination of how resources will be used will be determined based on the application area and the tactical requirement.

Resources can be used as:

1. Single Resources
2. Task Forces
3. Strike Teams

Depending on the need, tactical resources can be placed into an Operations organization made up of:

1. Resources reporting to the Incident Commander or Operations Section Chief
2. Divisions or Groups
3. Branches

Aviation Resources

Many incidents require the use of tactical or logistical aircraft to support the incident.

In ICS, all aviation resources assigned for exclusive use of the incident are assigned to the Operations Section. These include aircraft providing logistical support.

The Operations Section Chief may establish a separate Air Operations Branch when:

1. The complexity (or expected complexity) of air operations and/or the number of aircraft assigned to the incident requires additional management support.

2. The incident requires both tactical and logistical use of air support.

3. When the Air Operations organization is formally established on an incident, it will be set up as an Air Operations Branch within the Operations Section. Module 14 covers Air Operations in detail.

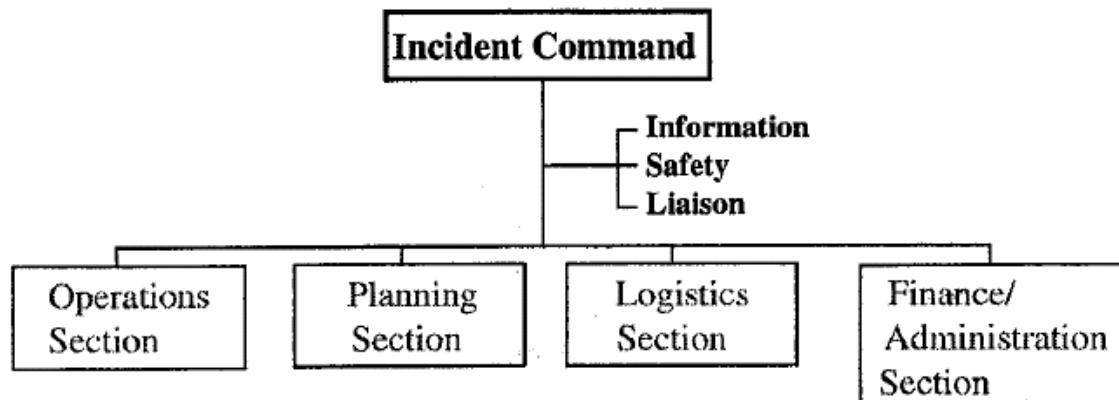
Staging Areas

The third component of the Operations Section is the Staging Area.

The term Staging Area is commonly used in emergency management; however, in ICS the use of Staging Areas takes on some special meanings. Three of these special meanings are:

1. An ICS Staging Area is a temporary location for placing resources available for incident assignments. All resources within the Staging Area belong to the Incident. Staging areas should, if possible, be located so resources can be at the scene of their assignment within three to five minutes.
2. Resources assigned to a Staging Area are available on a three-minute basis to take on active assignment.
3. Staging Areas are temporary facilities. They can be set up at any appropriate location in the incident area and moved or deactivated as needed. Several Staging Areas may be used on a single incident. Staging Area Managers report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief position has not been filled.

Planning Section



In ICS, the Planning Section is responsible for managing all information relevant to an incident.

When activated, the Planning Section Chief, who is a member of the General Staff, manages the Section. The Planning Section collects, evaluates, processes, and disseminates information for use at the incident. Dissemination can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.

Some incidents may require personnel with specialized skills to be temporarily assigned to the Planning Section. These persons are called Technical Specialists. Examples of Technical Specialists include:

- Chemist
- Hydrologist
- Geologist
- Meteorologist
- Training Specialist

A wide variety of Technical Specialists could be used, depending upon the requirements of the incident.

There are four units within the Planning Section that can be activated as necessary:

- Resources Unit
- Situation Unit
- Documentation Unit

Demobilization Unit

The Planning Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, then the responsibility for that unit's duties will remain with the Planning Section Chief.

In ICS, a number of the Unit Leader's responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit listings below:

- Obtain briefing from Section Chief.
- Participate in incident planning meetings, as required.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Assign specific duties to staff; supervise staff.
- Develop and implement accountability, safety, and security measures for personnel and resources.
- Supervise demobilization of unit, including storage of supplies.
- Provide Supply Unit Leader with a list of supplies to be replenished.
- Maintain unit records, including Unit Log.

Resources Unit

This unit is responsible for maintaining the status of all assigned resources (primary and support) at an incident. It achieves this through:

1. Overseeing the check-in of all resources.
2. Maintaining a status-keeping system indicating current location and status of all resources.
3. Maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

Situation Unit

The collection, processing, and organizing of all incident information takes place in the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps, and intelligence information.

Three positions report directly to the Situation Unit Leader:

1. Display Processor -- Maintains incident status information obtained from Field Observers, resource status reports, etc. Information is posted on maps and status boards as appropriate.
2. Field Observer -- Collects and reports on situation information from the field.
3. Weather Observer -- Collects current weather information from the weather service or an assigned meteorologist.

Documentation Unit

The Documentation Unit is responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by the Documentation Unit. Incident files will be stored for legal, analytical, and historical purposes.

Demobilization Unit

The Demobilization Unit is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

Planning for demobilization should begin at the early stages of an incident, particularly in the development of rosters of personnel and resources, thus ensuring the efficient and safe demobilization of all resources. After generating an approved plan, the Demobilization Unit is responsible for distributing the plan at the incident and off incident, as necessary.

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required. In the Planning Section, Technical Specialists may report to the following:

Planning Section Chief or a designated Unit Leader

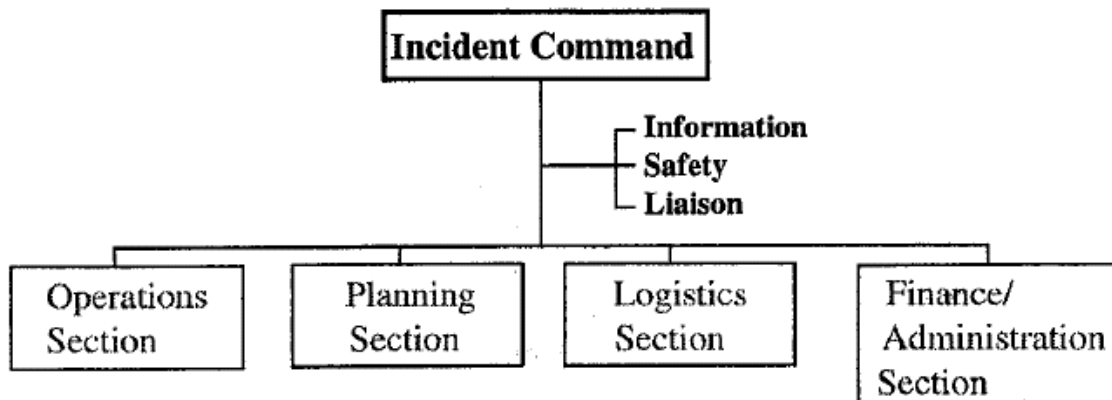
In some cases, they may be reassigned to other parts of the organization (e.g., resource use specialists assigned to the Logistics Section).

Often, Technical Specialists are assigned to the Situation Unit if their expertise is needed for a short time only. If they will be required for a longer length of time, or if several specialists are assigned to the same task, a separate unit may be established in the Planning Section. For example, if hazardous materials are a major ongoing factor within an incident, a Toxic Hazards Analysis Unit comprised of toxic substance specialists may be created.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologist
- Environmental Impact Specialist
- Flood Control Specialist
- Water Use Specialist
- Fuels and Flammable Specialist
- Hazardous Substance Specialist
- Fire Behavior Specialist
- Structural Engineer
- Training Specialist

Logistics Section



All incident support needs are provided by the Logistics Section, with the exception of aviation support. Aviation support is handled by the Air Support Group in the Air Operations Branch.

The Logistics Section is responsible for the following:

1. Facilities
2. Transportation
3. Communications
4. Supplies
5. Equipment maintenance and fueling
6. Food services
7. Medical services
8. Ordering resources

The Logistics Section is managed by the Logistics Section Chief, who may assign a Deputy. A Deputy is most often assigned when all designated units (listed below) within the Logistics Section are activated.

On very large incidents, or on incidents requiring a great deal of equipment or facilities, the Logistics Section may be divided into two Branches -- Service Branch and Support Branch. Each Branch is led by a Branch Director, who reports to the Logistics Section Chief. This is most often done for span of control reasons, resulting in a more manageable organization.

Six units may be established within the Logistics Section:

- Supply Unit
- Facilities Unit

Ground Support Unit
Communications Unit
Food Unit
Medical Unit

The Logistics Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief.

Supply Unit

The Supply Unit is responsible for ordering, receiving, processing, and storing all incident-related resources. All off-incident resources will be ordered through the Supply Unit, including:

- Tactical and support resources (including personnel).
- All expendable and nonexpendable support supplies.

As needed, the Supply Unit will manage tool operations, including the storage, disbursement, and service of all tools and portable non-expendable equipment.

Two Managers report directly to the Supply Unit Leader:

Ordering Manager -- Places all orders for incident supplies and equipment.

Receiving and Distribution Manager -- Receives and distributes all supplies and equipment (other than primary tactical resources), and is responsible for the service and repair of tools and equipment.

For some applications, a Tool and Equipment Specialist may be assigned to service and repair all hand tools. The specialist reports to the Receiving and Distribution Manager.

Facilities Unit

This unit is responsible for set-up, maintenance, and demobilization of all incident support facilities except Staging Areas. These facilities are:

- Incident Command Post
- Incident Base
- Camps

Other facilities within the incident area to be used for feeding, sleeping, and sanitation services.

Note that existing structures in the vicinity of the incident may be used as incident facilities as appropriate. Additional support items (e.g., portable toilets, shower facilities, food handling units, etc.) will be ordered through the Supply Unit.

The Facilities Unit will also provide security services to the incident as needed.

Three managers report directly to the Facilities Unit Leader. When established at an incident, they have important responsibilities.

Security Manager -- Provides safeguards necessary for protection of personnel and property from loss or damage.

Base Manager -- Ensures that appropriate sanitation, security, and facility management services are in place at the Base.

Camp Manager -- On large incidents, one or more camps may be established. Camps may be in place several days or they may be moved to various locations. Activities at the camps may include many of those regularly performed at the Base (e.g., Supply, Food, Medical, Resources, etc.). Camp Managers are responsible for providing non-technical coordination for all Units operating within the camp.

Ground Support Unit

The Ground Support Unit is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies, and equipment, and the development of the Incident Traffic Plan.

An Equipment Manager reports to the Ground Support Unit Leader and is responsible for the service, repair, and fuel for all equipment; transportation and support vehicle services; and to maintain equipment use and service records.

Communications Unit

The Communications Unit is responsible for developing plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.

Communications planning is particularly important in ICS, where an incident may grow to include numerous agencies. Determining required radio nets, establishing interagency frequency assignments, and ensuring maximum use of communications capability is essential.

If an Incident Communications Center is established, an Incident Dispatcher is responsible for receiving and transmitting radio, telephone, FAX, and computer messages, and for providing incident dispatch services.

Food Unit

The Food Unit is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments. Planning is essential to the efficient supply of food. Working with the Planning Section Resources Unit, the Food Unit must anticipate the numbers of personnel to be fed and develop plans for supplying food to all incident areas.

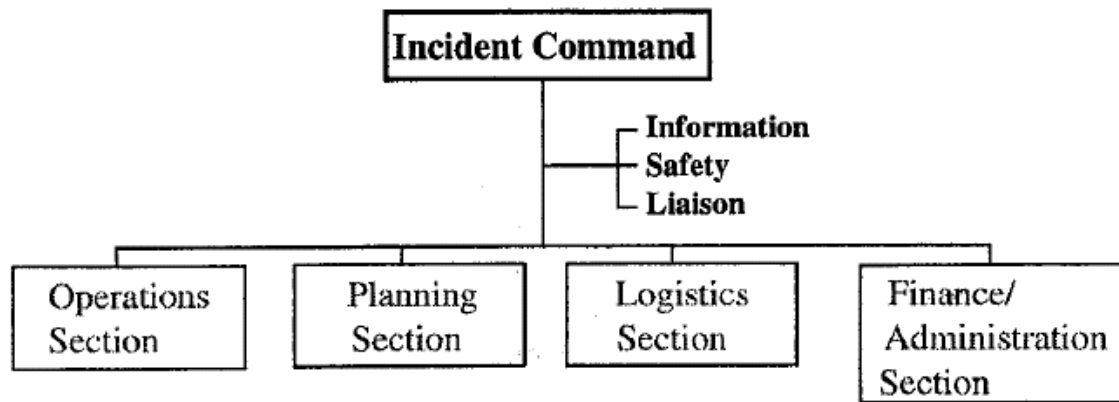
The Food Unit interacts with the Facilities Unit for location of fixed-feeding site; the Supply Unit for food ordering; and the Ground and Air Support Units for transporting food.

Medical Unit

Most major incidents require the establishment of a Medical Unit that is responsible for all medical services for incident assigned personnel. The Unit will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the Finance/Administration Section with processing injury-related claims.

Note that the provision of medical assistance to the public or victims of the emergency is an operational function, and would be done by the Operations Section and not by the Logistics Section Medical Unit.

Finance/Administration Section



The Finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/ Administration Section. Only when the involved agencies have a specific need for Finance/ Administration services will the Section be activated.

On some incidents only one Finance/ Administration function may be required (e.g., cost analysis). Often, it is more efficient to fill that function through a Technical Specialist assigned to the Planning Section.

There are four units that may be established within the Finance/Administration Section:

- Time Unit
- Procurement Unit
- Compensation/Claims
- Unit Cost Unit

The Finance/Administration Section Chief will determine the need to activate or deactivate a unit. In certain functional areas, e.g., Compensation, a unit may not be established if only one person would be assigned. Instead, in this example, a single Claims Specialist may be assigned.

Due to the specialized nature of the Finance/ Administration function, the Finance/ Administration Section Chief is usually a member of the jurisdictional agency requiring financial services. The Section Chief may designate a deputy.

Time Unit

The Time Unit is responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency time recording policies, and managing commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period. (The Time Unit Leader may find it helpful to select assistants familiar with the various agency time recording policies.)

Two positions may report to the Time Unit Leader:

Personnel Time Recorder -- Oversees the recording of time for all personnel assigned to an incident. Also records all personnel-related items, e.g., transfers, promotions, etc.

Commissary Manager -Establish, maintain, and demobilize commissary. Also responsible for commissary security.

Procurement Unit

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the Procurement Unit. The unit is also responsible for maintaining equipment time records.

The Procurement Unit establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices. The unit works closely with local fiscal authorities to ensure efficiency.

In some agencies, certain procurement activities will be filled by the Supply Unit in the Logistics Section. Therefore, it is necessary that these two units closely coordinate their activity.

Equipment Time Recorder -Oversees the recording of time for all equipment assigned to an incident.

Also posts all charges or credits for fuel, parts, service, etc., used by equipment.

Compensation/Claims Unit

In ICS, Compensation-for-Injury and Claims are contained within one Unit. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

Two Specialists report to the Compensation/Claims Unit Leader:

Compensation-for-Injury Specialist -- Administers financial matters arising from serious injuries and deaths on an incident. Work is done in close cooperation with the Medical Unit.

Claims Specialist - Manages all claims related activities (other than injury) for an incident.

Cost Unit

The Cost Unit provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

The Cost Unit function is becoming increasingly important, with frequent requests by the Planning Section for cost estimates related to strategies for achieving Incident Objectives.

Accurate information on the actual costs of all assigned resources is essential.

Reporting Relationships and Information Flow Within the Incident Organization.

As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.

There are essentially two principles to be followed:

1. To the extent possible there is complete freedom within the organization to exchange information.
2. Orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.

Each of these is elaborated as follows:

Information Exchange

The ICS organizational framework is open for individuals to freely supply and exchange information, Three examples are:

1. The Food Unit Leader may directly contact the Planning Section's Resources Unit to determine the number of persons requiring feeding.
2. The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.
3. Division Supervisor A may contact the Situation Unit Leader to share information on an unusual environmental hazard in the Division.

Flow of Orders and Directives Within the ICS Organization

Three examples are:

1. Division B supervisor requests fuel for resources within the Division.

This request will be passed through the Branch or Operations Section Chief to ensure that fuel requests can be consolidated before going to Logistics.

2. Operations Section Chief in a Branch and Division organization will pass directives to change the status of resources within a particular division through the Branch Director.
(This ensures that Branch is aware of any changes.)

3. The Situation Unit Leader will request additional personnel to work in the unit through the Planning Section Chief.

(This ensures that personnel already assigned to the Planning Section will be used if available.)

Functional Area Presentation Discussion Questions

1. Describe the primary responsibilities for the assigned area under this scenario.
2. Identify which positions within this functional area would have deputies and assistants and explain why.
3. Develop an example to show the reporting relationships between this functional area and other areas within the organization. Show both command and information flow relationships.
4. Name other parts of the ICS organization that this area deals with extensively and describe their purposes.
5. Describe what Technical Specialists and Agency Representatives might be used to support this function. Discuss the work role of at least one Technical Specialist in the application area of your choice.

Chapter Review Questions

1. In a fully activated ICS organization, the Incident Commander
 - a) Approves the Incident Action Plan
 - b) Approves requests to release resources
 - c) Directs tactical operations
 - d) Both A and B
 - e) All of the above
2. Information, Safety, and Liaison Officers are found within which ICS organizational element
 - a) Planning
 - b) Operations
 - c) Command Staff
 - d) General Staff
3. An agency that is involved in an incident by directly contributing tactical resources to the incident is called a/an
 - a) Assisting agency
 - b) Partner agency
 - c) Collocated unit
 - d) Outside resource
4. In addition to the management levels, the three general components of the Operations Section are
 - a) Air and Ground Resources
 - b) Staging
 - c) Tactical oversight
 - d) Both A and B above
 - e) All of the above

5. An incident organization can contain both Divisions and Groups at the same time
a) True
b) False

Answers to Chapter Review Questions

1. d. Both A and B, 2. c. Command Staff, 3. a. Assisting agency, 4. d. Both A and B above
5. a. True

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

ORGANIZING FOR INCIDENTS AND EVENTS

OBJECTIVES:

1. Describe the steps in transferring and assuming incident command.
2. List the major elements included in the incident briefing.
3. Develop a sample organization around a major event. Organizational development will include the use of all appropriate sections and organizational modules.
4. Describe how incidents can best be managed by appropriate and early designation of primary staff members and by proper delegation of authority.
5. Describe how Unified Command functions on a multijurisdiction or multi-agency incident.
6. List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
7. Describe the role and use of forms in effective incident management.

This module describes ways in which incidents and events are organized to ensure achievement of incident objectives. It discusses the steps in organizational development that should take place on the incident or at the event. The incident briefing is covered, as well as the forms used to support incident operations. The concept of Unified Command is also addressed in this module.

Approaches to Incident Organization

Organizing for incidents in the ICS is a simple and straightforward process if done according to procedure. There are two approaches that can be used to organize for incidents and events. One approach involves planning for a known upcoming event. The other, more common, approach is reacting to an unplanned incident.

Organizing for Events

Events are the easiest to prepare for. Planners can establish exactly what is required prior to the event and in advance of any activation of the organization.

Examples of the kinds of events that lend themselves to an ICS application include, but are certainly not limited to:

- Organizing for a major field training exercise or simulated emergency.
- A planned public event such as a major parade or concert.
- A planned activity such as a prescribed fire, a law enforcement sweep, a major pest control effort, or a marine hazardous materials exercise.

In order to plan effectively, the planner must know as much as possible about the intended event.

Considerations in the planning stage are:

- Type of event
- Location, size, expected duration
- Single or multi-agency
- Single or multijurisdiction
- Command staff needs (information, safety, liaison)
- Kind, type, and number of resources required
- Projected aviation operations
- Staging areas required
- Other facilities required
- Kind and type of logistical support needs, e.g., communications, food, medical, and finance considerations
- Known limitations or restrictions

Available communications

With information about each of those factors, the planning staff can develop the appropriate organizational structure to meet the essential needs of the event.

Organizing for Incidents

The second type of situation, and the one that is by far the most common, is the unplanned incident. This kind of incident is often characterized by several important factors:

- An incident situation of some form occurs.

- Time is of the essence.

- The situation is unstable.

- The incident has the potential to expand rapidly.

- Communications and information may be incomplete.

- Staff on scene may be experienced in control measures, but are usually junior in the organization and not necessarily experienced in managing expanding incidents.

This kind of situation requires immediate organizing actions must be taken to ensure effective incident management and control.

It is obvious, but too often overlooked, that the number of considerations will increase as the situation deteriorates and the incident grows.

The first responding units to the incident MUST take the initial steps to provide organization for the incident. While that may appear obvious, the longer-term importance of these initial decisions is often overlooked.

What are the, first things that need to be done? Emergencies such as fires, searches, law enforcement, hazardous materials and emergency medical situations have different characteristics and require specially trained personnel. Yet, they are quite similar in how they are approached from an incident management standpoint.

For any incident, the person currently in charge (Incident Commander) must do at least the following:

- Size up the situation.

- Determine if human life is at immediate risk.

- Establish the immediate objectives.

- Determine if there are enough and the right kind of resources on scene and/or ordered.

- Develop an action plan.

- Establish an initial organization.

- Consider if span of control is or will soon approach practical limits. Ensure that personnel safety factors are taken into account.

- Determine if there are any environmental issues that need to be considered.

- Monitor work progress.

- Review and modify objectives and adjust the action plan as necessary.

Transfer of Command

Let's assume that you, as the Incident Commander, have considered all of the above and have initiated appropriate response activity for an incident.

Your supervisor has just arrived at the scene. You are informed that the supervisor will shortly assume command of the incident.

There are five important steps in effectively assuming command of an incident in progress.

1. The incoming IC should, if at all possible, personally perform an assessment of the incident situation with the existing IC.

2. The incoming IC must be adequately briefed.

This briefing must be by the current IC, and take place face-to-face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential
- Delegation of Authority

The ICS Form 201 is especially designed to assist in incident briefings. It should be used whenever possible because it provides a written record of the incident as of the time prepared. The ICS Form 201 contains:

- A place for a sketch map
- Summary of current actions
- Organizational framework
- Resources summary

One of the features of this form is that it can be easily disassembled. This allows the Incident Commander to give certain portions to the Planning Section for use in developing situation and resources information.

The Incident Briefing ICS Form 201 is particularly valuable during the first operational period of an incident, and in many cases it will be the Incident Action Plan for the first Operational Period.

3. After the incident briefing, the incoming IC should determine an appropriate time for transfer of command.

4. At the appropriate time, notice of a change in incident command should be made to:
 - Agency headquarters (through dispatch)
 - General Staff members (if designated)
 - Command Staff members (if designated)
 - All incident personnel

5. The incoming IC may give the previous IC another assignment on the incident. There are several advantages of this:

- Retains first-hand knowledge at the incident site.

- Allows the initial IC to observe the progress of the incident and to gain experience.

It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current IC. Using the above procedures will make the process work smoothly.

Changing the Initial Incident Action Plan

It is possible that the incoming IC, because of depth of experience or a change in incident related conditions, will desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:

1. Change in agency administrator goals
2. Change in available resources kinds or types
3. Failure or unexpected success of tactical efforts

4. Improved intelligence
5. Cost factors
6. Political considerations
7. Environmental considerations

Such changes, if essential, should usually be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk.

Changes can cause disruptions and when possible should be implemented at the start of the next operational period.

Making a change does not imply that previous decisions and actions were wrong. Many things can influence the need for change. The Incident Commander must be assertive but also aware of potential risk and safety considerations involved in changes. Three guidelines to changes are:

1. Be concerned about safety considerations
2. Make changes if you must
3. Make them sooner rather than later

Organizing Incident Operations

The Operations Section organization generally develops from the bottom up. As more resources are assigned to the incident, it is necessary to find ways to effectively organize and manage them. This is often done initially by the Incident Commander establishing Divisions and/or Groups. This will often be done before an Operations Section Chief is assigned.

Divisions/Groups

The primary consideration for the IC (or the Operations Section Chief if designated), when expanding to a division and/or group structure is usually span of control, but functional considerations may also affect that decision.

Divisions

Divisions define areas of the incident geographically. Examples might be floors of a building, from point A to point B on the ground, the east side of a building, etc.

Groups

The Operations Section may also be organized functionally. Where organization by function would be beneficial, there may be no need to establish geographic boundaries. In this instance, the organizational unit denoting a functional organization is a group. Examples include Medical Group, Search Group, Perimeter Security Group, etc.

Not all incidents will lend themselves to just geographic or just functional organization. One of the advantages of ICS is the ability to use both Divisions and Groups on an incident.

Branches

Divisions and Groups can be clustered together into Branches. This is usually done when it is evident that the combined number of Divisions and Groups will soon exceed the recommended span of control guidelines.

In addition, there are other reasons that a branch structure may be needed on an incident.

The ICS Branch structure can be established to represent geographic or functional areas. Geographic branches can either be defined areas on the ground or they may be set up by jurisdiction. Examples of functional branches could be medical, fire, security, etc.

Using Unified Command

Any kind or size incident involving multijurisdiction or multi-agency responsibility should use (highly recommended) a Unified Command structure.

Unified Command is a management concept for coordinating responses to emergency incidents by two or more service agencies. It provides guidelines for agencies with different legal, geographic, and functional responsibilities to work together effectively in any given situation.

Unified Command is a team effort which allows all agencies with responsibility for the incident, either Jurisdictional or functional, to jointly provide management direction to an incident through a common set of incident objectives and strategies established at the command level. This is accomplished without losing or' abdicating agency authority, responsibility, or accountability.

Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated unified team. The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.

Under Unified Command, one person, the Operations Section Chief, is given the authority by the Unified Command Team to implement the tactical operations portion of the Incident Action Plan. If desired by the agencies, or because of the size of the incident, the Operations Section Chief can have one or more deputies from the other agencies involved at the incident.

Examples for use of Unified Command are in hazardous materials situations, floods, fires or other natural disasters where multiple departments must work together. Even in a small incident in which there may only be a few resources, it makes sense for the agencies who have incident level jurisdiction to work together.

Unified Command represents an important element in increasing the effectiveness of multijurisdictional or multi-agency incidents. As incidents become more complex and involve more agencies, the need for Unified Command is increased.

Unified Command works the best when agencies that have to work together often decide in advance that they will use Unified Command. This allows the opportunity for them to know each other and to develop joint plans.

Advantages of using Unified Command

1. One set of objectives is developed for the entire incident, and a collective approach is made to developing strategies.
2. Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
3. No agency's authority or legal requirements will be compromised or neglected.
4. Each agency is fully aware of the plans, actions, and constraints of all others.
5. The combined efforts of all agencies is optimized as they perform their respective assignments under a single Incident Action Plan.
6. Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Under Unified Command, there is:

- A single integrated incident organization
- One Operations Section Chief to direct all tactical efforts
- Collocated (shared) facilities
- A single integrated planning process and Incident Action Plan
- Shared planning, logistical, and finance/ administration operations wherever possible.
- A coordinated process for resource ordering

The proper mix of participants in a Unified Command organization will depend on:

The location of the incident, which often determines the jurisdictions that must be involved.

The kind of incident, which dictates the functional agencies of the involved jurisdiction(s) as well as other agencies that may be involved.

Here are two examples of situations where Unified Command may be and probably should be applied:

Initial Response Incident

A small incident occurs where two agencies have jurisdictional responsibility. The two Incident Commanders will come together and establish a single command post (probably from a vehicle). They will brief each other on the situation. Together they will establish objectives and priorities, decide on an Action Plan and distribution of resources. During the course of the incident, the Commanders will stay together, modify the Action Plan if necessary, and issue orders individually to their agency resources. (No General or Command Staff assigned.)

This is the type of situation most of you will encounter as an Incident Commander. It is simple, direct but requires the principles and concepts of Unified Command.

Large/Complicated Incident

A large and/or complicated incident occurs involving three or more agencies. Each agency's Incident Commander meets the others at a single command post to establish objective, priorities, and the sharing of resources. The Unified Command and Staff develop a single Incident Action Plan, which is implemented by the Operations Section Chief. The Operations Section Chief normally will be from the agency with greatest present or potential involvement.

Problems pertaining to a jurisdiction are addressed to that jurisdiction's Commander for consideration with the other Commanders. Problems pertaining to the Action Plan are taken to the Incident Commander representing the Operations Section Chief's agency for consideration with other Commanders. The Incident Commanders (for the most part) will stay together at the Incident Command Post.

Staffing the ICS Organization

Staffing considerations are always based on the needs of the incident. The number of personnel and the organization structure are totally dependent on the size and complexity of the incident. There is no absolute standard to follow.

Some general guidelines are:

1. Deputies may be used at Incident Command, General Staff (Section), and Branch levels.
2. Command Staff personnel may have assistants as required. Assistants may also be used to manage units established at camps (i.e., Assistant Ground Support Unit Leader, Camp #2).
3. The Incident Commander may establish divisions and/or groups prior to designating an Operations Section.
4. In most multijurisdictional incidents, the use of a Unified Command structure is recommended, including an individual from each functional agency or jurisdiction assigned to the Unified Command.
5. After expanding into divisions, activation of planning and logistics functions should be considered. The decision will always be based on the present and anticipated needs of the incident. The following table is an example (only) of how the staffing table might be developed for an incident. The key point is that as the operations section grows, additional staff will be required in Planning, Logistics, and Finance/Administration Sections.

Chapter Review Questions

1. Important considerations for preplanning an event include, but are not limited to
 - a) Type of incident or event
 - b) Location, size and expected duration
 - c) Kind, type, and number of resources required
 - d) All of the above
 - e) None of the above. Exercises require planning; events require a mishap or unfortunate event
2. Resources that have first-in responsibility will often have to establish the initial incident organization.
 - a) True
 - b) False
3. The transfer of command briefing must be by the current IC and face-to-face if possible.
 - a) True
 - b) False
4. Which section in the ICS organization generally builds from the bottom up?
 - a) Operations
 - b) Planning
 - c) Command
 - d) Logistics
5. Branches in the ICS Organization can be
 - a) Functional
 - b) Geographical
 - c) Jurisdictional
 - d) None of the above
 - e) All of the above

Answers to Chapter Review Questions

1. d. All of the above, 2. a. True, 3. a. True, 4. a. Operations, 5. e. All of the above

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

EXAMPLE ONLY

ICS POSITION	TWO DIVISIONS OR GROUPS	FIVE DIVISIONS OR GROUPS	TWO BRANCHES
PLANNING SECTION CHIEF		1	1
BRANCH DIRECTOR			2
DIVISION/GROUP SUPERVISOR	2	5	UP TO 10
OPERATIONS SECTION CHIEF		1	1
STATUS RECORDERS	1	1	2
FIELD OBSERVERS		2	4
LOGISTICS SECTION CHIEF			1
INCIDENT DISPATCHER			1
MESSAGE CENTER OPERATOR			2
MESENTERS			2
COMMUNICATIONS TECHNICIAN	1	1	3
FOOD UNIT	4	6	10
SUPPLY UNIT		2	4
GROUND SUPPORT	1	2	4
FINANCE/ADMINISTRATION SECTION		2	4
TOTAL	9	23	51

ICS Form 201 Exercise Scenario

You are the Planning Director of Riverdale, a city with a population of 125,000.

Riverdale is planning to have a centennial celebration during the month of August. The major activity will be an afternoon and evening celebration at the grandstand at the fairgrounds to include:

A variety of sporting activities.

A barbecue to serve an estimated 2500 - 5000 people.

Speeches and presentations. A U.S. Senator and the Governor will be present. They represent different political parties.

A giant fireworks display.

Dancing to a nationally known rock group.

Additional Background

No other jurisdictions are involved.

Beer, wine, and hard liquor will be available at the fairgrounds activities.

Your job is to develop the operating organization for this event. Your city manager has heard a lot about ICS, and wants ICS used for this event. Other city departments have been directed to cooperate.

For this exercise, you are to produce:

1. The Incident Objectives.
2. The organization to cover the afternoon and evening of the event (as detailed as possible).
3. Recommendations for staff sizes for the various units within the organization.

INCIDENT RESOURCE MANAGEMENT

OBJECTIVES:

1. Identify and describe four basic principles of resource management.
2. Identify the basic steps involved in managing incident resources.
3. Know the contents of, and how the Operational Planning Worksheet (ICS Form 215) is used.
4. Identify the organizational elements at the incident that can order resources.
5. Describe the differences between single and multipoint resource ordering and the reasons for each.
6. Describe why and how resources are assigned to staging areas, camps, and direct tactical assignments.
7. Describe the purpose and importance of planning for resource demobilization.
8. Identify five key considerations associated with resource management and the reasons for each.

This module discusses the resource management process at an incident. It describes the stages of resource management, responsibilities related to resource ordering, and the use of the Operational Planning Worksheet. The importance of staging areas in the management of resources is described. It also discusses demobilization of resources and considerations related to cost-effective resource management.

Management Planning Overview

Module 5, Incident Resources, provided basic information about resources that will not be repeated here. This includes:

- Description of resource kinds and types
- Use of single resources, task forces, and strike teams
- Status conditions and changing resource status

This module will cover resource management considerations related to the use of both tactical and support resources at an incident.

The Principles of Resource Management

Before we address the ICS resource management issues, we will take a brief look at some basic management principles that apply directly to the process of resource management. Knowing these and understanding how they interact will help in subsequent discussions.

The resource management principles to be discussed are:

1. Planning
2. Organizing
3. Directing
4. Controlling

Planning

Planning is the management process of evaluating the situation, determining objectives, selecting a proper strategy, and deciding which resources should be used to achieve those objectives in the most efficient and cost-effective manner.

In ICS, resource planning is ongoing and directed toward operational periods.

Organizing

Organizing is a continuation of the management process after planning, whereby the Incident Commander brings essential personnel and equipment resources together into a formalized relationship.

The organization chart found in the Incident Command System and which is an integral part of the Incident Action Plan is the mechanism for grouping functional units into a cohesive general organization. Providing essential staffing is also considered a part of the organizing activity.

Directing

Directing is the process of guiding and supervising the efforts of resources toward the attainment of specified control objectives.

A very important part of directing resources, particularly in the high-stress environment of an incident, is providing proper motivation, leadership, and delegation of authority.

In ICS, providing direction is accomplished by assigning responsibility and authority for specific activities as appropriate throughout the organization.

This accomplishes several objectives:

- Uses other people's knowledge and skills
- Completes the tasks without unnecessary delay
- Enhances training and personnel development
- Provides a more meaningful work environment

Controlling

Controlling involves evaluating the performance of an organization and its components, and applying the necessary corrections to make sure that the performance is constantly directed toward accomplishing the established objectives.

The steps in establishing controls over the resource management process at an incident involve:

1. Establishing standards of performance based on accepted norms.
2. Comparing the actual results with the established standards.
3. Taking corrective actions as necessary.

An important part of controlling in ICS is the continuing assessment of the adequacy of the Incident Action Plan.

Incident Resource Management

Managing resources safely and effectively is the most important consideration at an incident. The incident resource management process includes several interactive activities.

- Establishing resource needs
- Resource ordering
- Check-in process
- Resource use
- Resource demobilization

These steps will be the focus of the next section.

Establishing Resource Needs

1. Planning for Resource Needs

Sound planning to determine resource needs is essential at all stages of an incident. It is particularly critical during the initial stages of an incident. Mistakes made at this point may compound and complicate all further actions.

In the Incident Command System, there is an effective planning process that provides a framework for determining the resource needs at all levels of the organization.

PLANNING MEETING ACTIVITY CHECKLIST

NO.	ACTIVITY	PRIMARY RESPONSIBILITY
1	Give situation and resource briefing	Planning Section Chief
2	State Incident objectives and policy issues	Incident Commander
3	State primary and alternate strategies	Operations Section Chief
4	Designate Branch, Division, Group boundaries and functions as appropriate	Operations Section Chief
5	Describe tactical operations and tactics	Operations Section Chief
6	Make tactical resource assignments	Operations, with supports of Planning and Logistics Section Chiefs
7	Determine Operations facilities and reporting locations	Operations and Logistics Sections Chiefs
8	Develop the resources, support, and overhead order	Planning and Logistics Section Chiefs
9	Develop Communications, Medical, and Traffic supporting plans.	Planning and Logistics Sections
10	Approve and implement the plan	Incident Commander approves and General Staff implements

Operational Planning Worksheet

The Operational Planning Worksheet (ICS Form 215) is a planning tool used during the planning meeting.

It provides information on:

- Incident work location
- Work assignments
- Kind and type of resources needed
- Current availability of incident resources
- Reporting location
- Requested arrival time for additional resources.

By using the worksheet, planners can:

- Determine total resources required, e. g., 25
- Subtract the number on hand -12
- Determine additional resources needed 13

The ICS Form 215 can also quickly help to identify surplus resources that may be released. Some agencies that regularly use the planning worksheet have prepared it in a larger format on various sizes of white board. This makes the worksheet visible to a larger audience at planning meetings.

On larger incidents, the Operational Planning Worksheet should always be used to determine what tactical resources are needed.

2. Organizing for Resource Needs

In ICS, the Incident Commander organizes the incident by bringing essential personnel and equipment resources together into a formalized and cohesive relationship.

The ICS organization developed for each operational period establishes essential chain of command relationships, and provides the framework for all resource assignments on an incident.

Personnel resources are assigned to functional areas within ICS Sections based on experience, training, and past performance.

Equipment resources consist of both the equipment and the personnel to operate the equipment. This includes aviation resources.

Changes to the ICS organization can be made as required. When possible, it is desirable to make changes to coincide with the next operational period, but it is not essential to wait until the next operational period.

Resource Ordering

1. Acquiring Resources

Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel often referred to as "overhead" (more correctly as management), and personnel and equipment assigned as tactical resources.

The initial complement of resources may include only one or two additional units. If only a few resources are to be added, this can easily be done using the ICS Form 201.

As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment. As a consequence, more supervisory and support personnel may be needed to maintain adequate span of control. The planning for additional resources now becomes more complex. We will now examine how resources are ordered for a growing incident. To do this, we will assume that the planning meeting has been conducted, an ICS Form 215 Operational Planning Worksheet has been prepared (at least for larger incidents), and a resource order has been prepared.

On large, complex incidents extending over several operational periods, many resource orders may be executed.

2. Resource Ordering from the Incident

At any incident, the procedure for ordering additional resources will depend on what parts of the incident's organizational structure have been activated at the time the ordering is done.

Responsibility for Ordering Resources

Within the ICS organization, there are three organizational elements authorized to place resource orders.

If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the home agency dispatch center.

If the Logistics Section Chief position has been filled, then the Logistics Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander.

On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

The Resource Order

Most resource orders will be communicated by voice or FAX from the incident to an agency dispatch center.

Even though different formats may exist, every resource order should contain the following essential elements of information:

1. Incident name
2. Order and/or request number (if known or assigned)
3. Date and time of order
4. Quantity, kind, and type (similar kinds and types of resources should be ordered by Task Forces or Strike Teams whenever possible.) Include special support needs as appropriate.
5. Reporting location (specific)
6. Requested time of delivery (specific, not simply ASAP)
7. Radio frequency to be used
8. Person/title placing request
9. Callback phone number or radio designation for clarification or additional information

The resource order is used to request individuals who will fill essential incident organizational positions, as well as for ordering tactical resources.

Single Point Ordering

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is normally prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency dispatch center. The means used to place the order can include:

Voice (by telephone or radio)

FAX

Computer modem (or digital display terminal)

This process of ordering is usually called single point ordering.

The concept of single point ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch center, and not on the incident organization.

Single point resource ordering, i.e., ordering all resources through one dispatch center, is usually the preferred method. However, it may not always be possible. Some reasons for this are:

1. The dispatch center could be overloaded with other activity, and unable to handle this new request in a timely manner.
2. Assisting agencies at the incident may have policies which require that all resource orders be made through their respective dispatch centers.
3. Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private sector provider.

Multipoint Resource Ordering

Multipoint ordering is when the incident orders resources from several different agency dispatch centers.

Multipoint ordering is most often used when there are several different agencies, e.g., law, fire, medical, public works, at the same incident, and all are ordering resources at the same time. It is important to note, however, that even using multipoint ordering, the incident ordering authority remains the same as under single point ordering.

Multipoint off incident resource ordering should be done only when necessary. It places a heavier load on incident personnel by requiring them to place orders through two or more dispatching centers.

Unless fully coordinated from one location at the incident, there easily can be situations involving overlapping resource orders.

Multipoint ordering is done when:

1. There are several different agencies at the same incident all requiring resources.
2. A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency).

A common example of this is HAZMAT situations, which may require specialized private sector clean-up equipment.

3. Agency policy requires the direct ordering process.
4. Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.

Check-in Process

ICS has a simple and effective resource check-in process to establish resource accountability at an incident.

The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be the Incident Commander or Planning Section Chief.

Formal resource check-in is done on a ICS Form 211 Check-in List. A check-in recorder will be assigned to each location where resources will check-in. There are five incident locations where check-in can be done:

- Incident Base
- Camp
- Staging Area
- Resources Unit at the Incident Command Post
- Helibase

Check-in recorders must have an adequate supply of check-in forms, and be briefed on the frequency for reporting check-in information to the Resources Unit.

Utilizing Resources

In the ICS, there is both a chain of command (the organization) and a unity of command (each person has one person to report to).

These two factors provide the basis for effective resource management and personnel accountability.

Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.

Resources, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, are always directed by a designated supervisor or leader.

Resource Assignments

Incoming primary and tactical resources will initially be assigned to the following locations at the incident.

1. Assignment to Incident Base or Camps

Assignment to the incident base camp locations is often done when the tactical resources are not scheduled for use during the current operational period.

For resources that have traveled some distance, the assignment to the base or camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.

Personnel resources ordered to fill specific organizational assignments will report to-, their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the Incident Base, or another designated facility.

2. Direct Assignment to Divisions or Groups

On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to divisions or groups to support the current Incident Action Plan. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor. Formal check-in can take place later after resources are placed in staging areas or are out-of-service.

While this is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.

3. Assignment to Staging Areas

Incoming tactical resources are assigned to staging areas on a three-minute availability for one of three reasons:

- Resources will be assigned during the current operational period.

- Resources are needed to provide a reserve force for contingencies.

- Single resources are sent to a Staging Area to be formed into Task Forces and/or Strike Teams prior to assignment.

As part of the planning process, the Operations Section Chief will decide what number, kind, and type of resources will be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.

The number of resources in a staging area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the staging area for active assignments, and new resources arriving.

It is the responsibility of the Operations Section Chief to brief the Staging Area Manager(s) on how the staging area should be managed. This should include:

- Expected number, kind, and type of resources

- Communications to be used

- Minimum resource levels that should be maintained

- Procedures for obtaining additional resources

- Expected duration for use of the staging area

- Procedures for obtaining logistical support

The Staging Area Manager must maintain the status of resources in the staging area, and inform the Operations Section Chief when minimum levels of resources are about to be reached.

The Operations Section Chief will then determine if additional resources are to be ordered. The Operations Section Chief must be concerned about the cost, morale, and political implications of maintaining resources for long periods of time in staging areas. This is particularly true for equipment and personnel that have been hired from private sector sources where significant cost accumulations can take place.

After checking into a staging area, single resources will often be formed into task forces or strike teams for use on active assignments. These assignments may continue for the duration of the incident, or they may change based on incident needs.

Task forces and strike teams formed at the incident should always be disassembled prior to release from the incident. The general rule to be followed to ensure proper accountability, is that resources should leave the incident with the same resource designations they had upon arrival.

Resources Performance Evaluation

This step monitors, evaluates, and adjusts the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives. The ICS has a great deal of flexibility for change. Units may be activated when needed, and deactivated when no longer needed.

Many organizational changes, e.g., the expansion of the Divisions or Groups in Operations, or adding new units in other Sections may be done in connection with the planning for the next operational period. However, that is not required, and extensions of any part of the ICS organization can be made whenever necessary. Changes must be made known to the Resources Unit to ensure proper accountability.

Performance standards for personnel and equipment resources are based on accepted agency norms. These should be communicated and/or reaffirmed prior to assignments. Results must be constantly evaluated and compared against the standards, and corrective action taken if required. Performance standards will vary in their form and content from agency to agency. They can include job aids, task books, policy and procedure guides, evaluation checklists, etc.

The specified objectives that are to be achieved must also be reviewed as a part of this process to ensure that they continue to be realistic and valid.

Demobilizing Resources

At all times during an incident, the Incident Commander and General and Command Staff members must determine when assigned resources are no longer required to meet incident objectives.

Excess resources must be released in a timely manner to reduce incident-related costs, and to "free up" resources for other assignments.

On larger incidents, the planning for demobilization should begin almost immediately, and certainly well in advance of when demobilization actually takes place.

The process of demobilizing resources generally begins at the Operations Section level, where the need for continued tactical resources will be determined.

When tactical resources are no longer needed, other parts of the organization can also be reduced.

The Process of Demobilization

On single agency and/or smaller incidents, the planning and the process of demobilization may be quite simple and will not require a formal written demobilization plan or a Demobilization Unit to prepare it.

On large incidents, especially those which may have personnel and tactical resources from several jurisdictions or agencies, and where there has been a good integration of multijurisdiction or agency personnel into the incident organization, a Demobilization Unit within the Planning Section should be established early in the life of the incident. A written demobilization plan is an essential on larger incidents.

In order to determine excess resources and begin the demobilization process, it will be necessary for each part of the ICS organization to evaluate the continuing need for both personnel and tactical resources.

Resources no longer needed within each section should be reported to the Section Chief as soon as it is determined that the need for them no longer exists.

The Demobilization Unit, if established, may recommend release priorities for the Incident Commander's approval based upon continuing needs both on and off the incident.

Agencies will differ in how they establish release priorities for resources assigned to an incident. Also, the process for demobilization of resources from an incident will vary by application area. Participants at an incident should expect to see and accept differences as reflected by agency policy.

The Demobilization Plan

An incident Demobilization Plan should contain five essential parts:

1. General Information (guidelines)
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. A Directory (maps, phone listings, etc.)

Key Resource Management Considerations

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

Safety

A basic principle of resource management is that resource actions at all levels of the organization must be conducted in a safe manner. This includes ensuring the safety of:

1. Responders to the incident.
2. Persons injured or threatened by the incident.
3. Volunteers assisting at the incident.
4. News media and the general public who are on scene observing the incident.

Current laws, liability issues, and future trends will continue to place additional emphasis on personnel safety.

Personnel Accountability

The ICS provides a unity of command structure which allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, all resources will be fully accounted for at all times.

Managerial Control

ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. Strategies and actions to achieve objectives can and must be modified at any time if necessary. Information exchange is encouraged across the organization. Direction is always through the chain of command.

Adequate Reserves

Assignment of resources to the Incident Base, camps, and staging areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

Cost

Incident-related costs must always be a major consideration. The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

The Finance/Administration Section's Cost Unit has the responsibility to:

1. Obtain and record all cost information
2. Prepare incident cost summaries
3. Prepare resource use cost estimates for planning
4. Make recommendations for cost savings

The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident. Resource managers must be constantly aware that the decisions they make regarding the use of personnel and equipment resources will not only affect the timely and satisfactory conclusion of the incident, but also may have significant cost implications.

Chapter Review Questions

1. Explain why sound resource planning is essential during the initial stages of an incident.
 - a) Mistakes compound to affect all further actions
 - b) The Air Force requires it to ensure reimbursements
 - c) It is a corporate control that reinforces our professional image
 - d) None of the above
2. The Operational Planning Worksheet (ICS Form 215) is used during the _____ to establish resource needs.
 - a) Opening hours of the incident
 - b) Change of command
 - c) Planning meeting
 - d) All of the above
3. A reason why multipoint resource ordering may be required is that
 - a) Certain kinds of resources must be ordered directly from suppliers
 - b) Agency policy
 - c) It's more convenient or effective
 - d) All of the above
4. The authority to establish, move, or discontinue staging areas rests with
 - a) The Operations Section Chief
 - b) The Incident Commander
 - c) Either A or B
 - d) Planning and Logistics

5. When should incident demobilization planning be done?
- At the beginning of the last operational period
 - When requested by the agency dispatch center
 - Early in the incident
 - When the incident is over and resources are no longer needed

Answers to Chapter Review Questions:

1. a) Mistakes compound to affect all further actions, 2. c) Planning meeting, 3. d) All of the above, 4. a) The Operations Section Chief, 5. c) Early in the incident

Supporting Tasks:

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

ICS Form 215 Resource Order Form ICS Form 211 Exercise Scenario

An airliner with 38 passengers is struck by a small private aircraft during climb out from Murkey Municipal airport. The accident takes place late afternoon on a weekday. The weather is cold and rainy.

The airliner comes down in an industrial area on State Boulevard in downtown Murkey, a city of 120,000. The wings are torn off and the fuselage breaks in half after traveling forward nearly half a block on State Boulevard. There were explosions, fires, and loss of electrical power over a several block area. Five persons survived the crash and have been removed from the aircraft. Two of the five are now en route to the Murkey Hospital.

One of the buildings affected by the crash was a warehouse containing swimming pool chemicals (chlorine and muriatic acid). A number of the containers were broken open.

It is believed that there may be a number of injured or persons trapped in nearby buildings. Using the ICS Form 215, list the work assignments that must be made based on the current objectives, and determine the resources required to perform each assignment. Initially responding units are reflected on the resource sheet. Cover all assignments related to the incident.

At this point, the initial Incident Commander has the following Incident Objectives:

- Remove, triage, and transport the injured
- Evacuate nearby residential areas because of possible HAZMAT
- Search adjacent structures for injured and trapped.
- Contain fires, isolate and contain chemical leaks
- Establish a perimeter and secure the area

Incident-Related Information

The name of the incident is: State.

The Incident Command Post will be at 4th and State. The Staging Area will be at Murkey Park.

RESOURCE TABLE FOR USE IN EXERCISE

Depending on the exercise needs, use the blank columns to show: # of resources available, typing, resources needed, resources ordered, resources in Staging Area, resources assigned by agency, etc.

KIND OF RESOURCE				
ALS UNITS				

BLS UNITS				
BULLDOZERS				
BUSES –30 PASS 50 Pass				
COAST GUARD VES				
COMMUNICATIONS UNIT				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE COs				
FIRE TRUCK COs				
FIREBOATS				
FOUR WHEEL DRIVES				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

AIR OPERATIONS

OBJECTIVES:

1. Describe the function and general duties associated with each element of the Air Operations Branch organization.
2. Diagram a full Air Operations Branch organization using a simulated scenario.
3. Describe the function and use of the ICS Form 220, Air Operations Summary Worksheet.

This module describes the role of the Air Operations Branch and how to set up an effective aviation organization to support incidents. (This module may not be applicable for some user groups.)

Introduction to Incident Air Operations

An increasing number of incidents and events involve the use of aircraft in tactical assignments and/or providing logistical support. This is a trend that will undoubtedly increase. Some examples are:

Search and Rescue - Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.

Earthquakes, floods, etc. - Reconnaissance, situation and damage assessment, rescue, and logistical support, etc.

Law Enforcement - Reconnaissance, surveillance, direction, and control.

Fire Control - Fixed-wing and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and for logistical support.

Forest and other land management programs - Pest control programs.

Maritime incidents - Hazardous materials spills, accidents, searches.

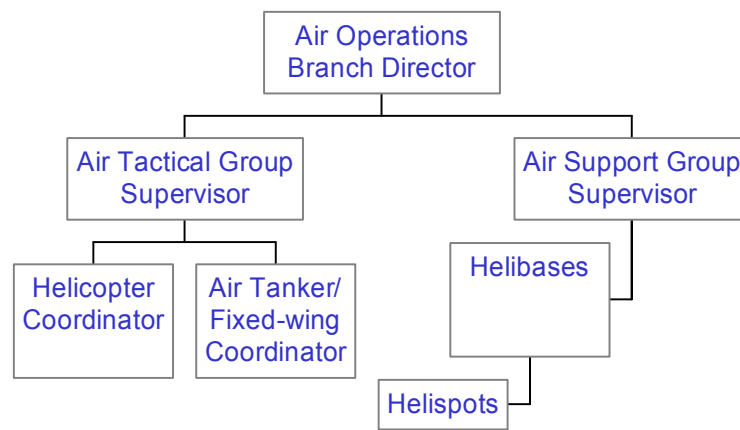
Other applications - For example, communications relay, airborne command and control, photo mapping, etc.

Information in this module will describe the Air Operations Branch organization, and provide information on major responsibilities and duties of personnel assigned to various Air Operations Branch positions within the ICS organization.

What are the primary reasons for establishing a separate Air Operations Branch within the incident organization?

Consider the following:

1. The Incident Commander's or Operations Section Chief's (if that position has been established) workload or span of control necessitates it.
2. Both tactical and logistical air support activity is needed at the incident.
3. Aircraft from other agencies or private aircraft have become involved.
4. Helicopters and fixed-wing aircraft are involved within the incident air space.
5. Safety, environmental, weather or temporary flight restriction issues become apparent.
6. A helibase or several helispots are required to support incident operations.
7. Agency policy and/or flight operations SOPs require it.



Aviation operations at an incident may be very simple, consisting of only a helicopter working in a tactical operation or providing logistical support. On some incidents, air operations can become very complex involving many helicopters, and/or a combination of helicopters and fixed-wing aircraft operating at the same time.

On large incidents, such as a large scale search or a major wildland fire, an incident helibase may be established at or near the incident. Some incidents will also have one or more helispots designated. As the incident grows in complexity, additional "layers" of supervision and coordination may be required to support effective and safe air operations. It is important to recognize that, in air operations like any other part of the ICS organization, it is only necessary to activate those parts of the organization that are required.

Air Operations Organization

When activated, the Air Operations Branch is responsible for managing all air operations at an incident. This includes both tactical and logistical operations. Prior to activation of the Air Operations Branch, management of aviation operations (including the use of aircraft for logistical support) is the responsibility of the Operations Section Chief or Incident Commander if the OSC position has not been activated.

It is not necessary to activate Air Operations positions if the function can be adequately managed at the Operations Section Chief level.

The following material describes responsibilities of various positions within the Air Operations Branch. It is important to remember that this is a minimum list and would generally apply to any agency involved in the use of the Incident Command System. Your agency may have additional requirements which must be considered.

Air Operations Branch Activities

The Air Operations Branch is managed by the Air Operations Branch Director, who reports to the Operations Section Chief. The Air Operations Branch Director for an incident is always ground-based. Under the Air Operations Branch Director are two supervisors, the Air Tactical Group Supervisor and the Air Support Group Supervisor.

Air Tactical Group Supervisor

Is responsible for coordinating the airborne tactical operations of fixed- and/or rotary-wing aircraft operating on an incident. Helicopter Coordinators and Air Tanker/Fixed-Wing Coordinators may be assigned as required to manage their respective aircraft. If assigned, they will report to the Air Tactical Group Supervisor.

Air Support Group Supervisor

Provides logistical support to helicopters operating on an incident or at an event, and manages helibase and helispot operations. The Air Support Group Supervisor is also responsible to maintain liaison with fixed-wing air bases.

Major Responsibilities of the Air Operations Branch Director

1. Obtain Briefing from Operations Section Chief

The following information should be obtained as a result of this briefing:

Determine current air operations activity from the Operations Section Chief.

Determine the number, kind and type, and current status of all air resources presently assigned to the incident.

Determine the status of current air traffic control operations and any flight restrictions.

Consider aircraft "down time" (e.g., required maintenance, pilot flight restrictions, scheduled days off, etc.) in making status assessment.

Consider the need for additional aircraft based on the status of the incident and incident objectives.

2. Organize Preliminary Air Operations

This is an important first step based on information obtained in the briefing and current actions underway. It includes confirming the arrival of additional aircraft (if ordered), coordinating their assignments and communications on the incident, briefing of supporting staff, and direct participation in current and future operational period planning.

3. As Appropriate, Initiate Request for Temporary Flight Restrictions

Temporary Flight Restrictions (TFRs) may be necessary in and around some incidents and/or events in order to control non-incident flight activity. The Air Operations Branch Director will request Temporary Flight Restrictions (Federal Air Regulation 91.137) from the closest Federal Aviation Administration's Air Route Traffic Control Center.

Temporary Flight Restrictions FAR 91.137

When activated by the FAA, Temporary Flight Restrictions prohibit all flights in a designated air space except those participating in hazard relief activities. The following information is required by the FAA before approving a request for Temporary Flight Restrictions:

Name and organization of person requesting the TFR.

Brief description of the situation.

Estimated duration of restrictions.

Agency responsible for on-scene activity and communications contact.

Description of the affected area (distance and altitude above ground level).

Description of potential hazards to persons and property in the air.

Description of the hazard that would be compounded by aircraft use:

Type of activity, proposed aircraft operations, and location of aircraft base.

Contact point or radio frequency for handling news media flight requests.

All appropriate incident and air operations personnel should be notified of Temporary Flight Restrictions. It is important to recognize that TFRs may not necessarily eliminate all flights. It is best to assume that there will be air space violations around an incident or event.

TFRs should be promptly lifted when no longer needed.

4. Participate in the Preparation of the Incident Action Plan The Air Operations Branch Director will review current air operations, and assist in determining air operations tactical support and logistical plans for the next operational period. The Air Operations Branch Director should attend all planning meetings as requested by the Operations Section Chief.

5. Perform Operational Planning for Air Operations This involves determining what elements of the air operations organization should be activated, what personnel requirements will be needed, and what logistical support will be necessary to maintain effective air operations.

6. Prepare and Distribute the Air Operations Summary Worksheet (ICS Form 220)

The Air Operations Worksheet contains essential information related to air activity scheduled for the incident. After completion, it is distributed to the Air Support Group and to any airbase or airport facilities supporting the incident.

7. Supervise Air Operations Branch Personnel and Coordinate with Incident and Off-Incident Personnel and Agencies

This is an ongoing activity for the Air Operations Branch Director who must ensure that the Operations Section Chief, Air Tactical Group Supervisor, and other incident personnel are well informed regarding the status of the incident air operations. Coordination may be required with Logistics if essential supplies, food, etc., are being transported to the incident by aircraft.

In addition, close coordination is always required with off incident agencies and locations such as the FAA, local airports, and agency dispatch centers supplying tactical or support resources by air.

8. Evaluate Helibase and Helispot Locations

Working with the Air Support Group Supervisor, the Air Operations Branch Director must determine if present helibase and helispot locations are adequate, and assign new locations as necessary. Several factors may influence this decision:

Safety:- is the landing area safe? What are the approach and departure obstructions?

Flight routes: do helicopters fly over the incident base, camps, or residential, or other flight sensitive areas?

Will existing helibase and helispot locations allow expansion and 24-hour operations?

Is there adequate fuel, maintenance and resource access to the helibase?

9. Establish Procedures for Emergency Reassignment of Aircraft

The Air Operations Branch Director must assure that an aircraft is assigned or available for diversion to an emergency. The Director should know at all times which helicopters may be diverted for medical emergencies at the incident, and have a plan for how this may be accomplished.

10. Schedule Approved Flights of Non-Incident Aircraft Into the Incident Area

This activity will require the Air Operations Branch Director to coordinate directly with the Air Tactical Group Supervisor to ensure that such flights do not constitute a hazard to incident tactical operations. An example might be military training flights. Restricted areas and altitudes must be fully coordinated.

11. Evaluate Requests for Non-Tactical Use of Incident Aircraft

Requests for non-tactical use of incident aircraft may be made for such purposes as:

- VIP and Media Flights
- Logistical
- Support Reconnaissance/Situation
- Assessment
- Damage Assessment
- Medical Transportation

12. Resolve Conflicts Concerning Non-Incident Aircraft Involved in Incident Over-Flights

The Air Operations Branch Director must identify potential problems or violations, obtain information on violators, and coordinate with the Air Tactical Group Supervisor and FAA as necessary.

13. Monitor for Accidents or Special Incidents

All accidents or special incidents must be well documented. The Air Operations Branch Director will conduct and/or arrange for an investigation team as necessary. Agencies will each have special investigation procedures to follow.

14. Maintain Unit Log

The Unit Log (ICS Form 214) will be maintained for each organizational unit within the Branch, and turned in at the end of each Operational Period.

Air Tactical Group Supervisor

The Air Tactical Group Supervisor, under the direction of the Air Operations Branch Director, is responsible for the coordination of all fixed and/or rotary-wing aircraft operating in incident air space. For most agencies and applications, the Air Tactical Group Supervisor will operate from an airborne location.

Major responsibilities of the Air Tactical Group Supervisor:

- Check-in and receive incident assignment (usually via radio).
- Obtain briefing from Air Operations Branch Director or Operations Section Chief. If possible, obtain a copy of the current Incident Action Plan.
- Determine type and quantity of aircraft (fixed wing and helicopters) operating on the incident; report to Air Operations Branch Director.
- Determine potential availability of additional aircraft resources and their approximate flight time to the incident.
- Make recommendations to Air Operations Branch Director regarding adequacy of available aircraft to accomplish incident objectives.
- Based upon the Incident Action Plan, manage all air tactical activities.
- Establish and maintain communications with (as appropriate):
 - Pilots
 - Air Operations
 - Helicopter Coordinator
 - Fixed-Wing Coordinator
 - Air Support Group (e.g., Helibase Manager) Fixed-wing bases
- Coordinate flights in restricted air space by non-incident aircraft or non-tactical flights (flight approval to be granted by the Air Operations Branch Director).
- Report on violations of restricted air space area by non-incident aircraft.
- Receive briefing from the Air Operations Branch Director on air traffic external to the incident.
- Recommend tactical strategy to approved ground contact (Operations Section Chief, Branch Director or Division/Group Supervisor).
- Advise Air Operations Branch Director of tactical recommendations, and keep the Director updated on all air activities.
- Report conflicts or potential conflicts in the air traffic control system caused by incident air activities.
- Report accidents and incidents to the Air Operations Branch Director.
- Supervise the Helicopter Coordinator and the Fixed-Wing Coordinator.

Helicopter Coordinator

- Can be in air or on ground.
- Coordinates all airborne helicopters (tactical or logistical missions).
- Reports to Air Tactical Group Supervisor.
- Activation of this position is dependent on the complexity of the incident and the number of helicopters assigned to it. More than one Helicopter Coordinator may be assigned to a very large incident.
- The Helicopter Coordinator is responsible for the coordination of all tactical or logistical helicopter missions while in flight over the incident. The Helicopter Coordinator may operate from the air or from a high vantage point on the ground.

Major responsibilities of the Helicopter Coordinator:

- Check-in and receive incident assignment.
- Obtain briefing from the Air Tactical Group Supervisor or Air Operations Branch Director.
- Determine type and quantity of aircraft (fixedwing and helicopter) operating within incident assignment area; report to the Air Tactical Group Supervisor.
- Determine whether available helicopters are capable of accomplishing incident objectives; report to the Air Tactical Group Supervisor.
- Survey and report on potential problems within incident assignment area (other aircraft hazards, ground hazards, etc.).
- Coordinate air traffic control procedures with
 - Pilots
 - Air Operations Branch Director
 - Air Tactical Group Supervisor
 - Fixed-Wing Coordinator
 - Air Support Group (usually Helibase Manager)

- Coordinate the use of frequencies for ground-to-air and air-to-air communications with:
 - Air Tactical Group Supervisor

Incident Communications Unit

Local agency dispatch center (as necessary)

Assign and ensure use of appropriate operating frequencies by incident helicopters. Frequencies will be in the Incident Communications Plan or established by the Air Tactical Group Supervisor.

With the Air Tactical Group Supervisor, coordinate and make geographical assignments for helicopter operations.

Implement and monitor all air safety requirements and procedures.

Ensure that approved night flying procedures are being followed.

Supervise all helicopter activities: Receive assignments

Brief pilots

Assign missions

Report on mission completion; reassign as directed

Coordinate activities with:

Air Tactical Group Supervisor

Fixed-Wing Coordinator

Air Support Group Supervisor

Ground Personnel

Maintain continuous observation of assigned area and inform Air Tactical Group Supervisor of problems or potential problems (e.g., aircraft malfunction, maintenance difficulties).

Request equipment or assistance as needed. Immediately report accidents or incidents to Air Tactical Group Supervisor and Air Operations Branch Director.

Maintain records of activities.

Air Tanker/Fixed-Wing Coordinator

Activation of this position is dependent on the complexity of the incident and the number of fixed-wing aircraft assigned to it. More than one Air Tanker /Fixed-Wing Coordinator may be assigned to a very large incident. The Air Tanker/Fixed-Wing Coordinator has primary responsibility for coordinating all assigned airborne fixedwing aircraft operations at the incident. The Fixed-Wing Coordinator, who is always airborne, reports to the Air Tactical Group Supervisor.

Major responsibilities of the Air Tanker/Fixed-Wing Coordinator

Check-in and receive incident assignment (usually via radio).

Obtain briefing from Air Tactical Group Supervisor or Air Operations Branch Director.

Determine type and quantity of aircraft (fixedwing and helicopter) operating within incident area of assignment.

Determine fixed-wing aircraft capabilities and limitations.

Maintain continuous observation of assigned area and inform Air Tactical Group Supervisor of problems or potential problems (e.g., hazards, aircraft malfunctions, maintenance difficulties).

As needed, coordinate air traffic control procedures with:

Pilots

Air Operations

Air Tactical Group Supervisor

Helicopter Coordinator

Air Support Group (usually Helibase Manager)

Coordinate the use of frequencies for ground-to-air and air-to-air communications with:

Air Tactical Group Supervisor

Incident Communications Unit

Local agency dispatch center

Implement all air safety requirements and procedures.

Supervise all fixed-wing aircraft activities:

Receive assignments

Brief pilots

Assign missions

Report on mission completion; reassign as directed

Coordinate activities as appropriate with:
Air Tactical Group Supervisor
Helicopter Coordinator
Ground operations personnel
As necessary, provide information to ground resources.
Request equipment or assistance as needed.
Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
Maintain records of activities.

Air Support Group

The Air Support Group Supervisor, under the direction of the Air Operations Branch Director, is responsible for supporting and supervising the management of helibase and helispot operations, and maintaining liaison with fixed-wing air bases. This position may also support and supervise fixed-wing bases if they are not at established airfields. Many of the activities listed below would pertain to providing support to fixed-wing bases if these are not at airports.

Major functions performed at helibases, helispots, and air bases include:

- Providing fuel and other supplies
- Maintenance and repair of aircraft (not at helispots).
- Supplies, equipment, and personnel loading and off loading
- Retardant mixing and loading
- Maintaining records of aircraft activity
- Enforcement of safety regulations

Helibase or helispot managers, under the direction of the Air Support Group Supervisor, are responsible for all helicopters on the ground and during take-off and landing.

Major responsibilities of the Air Support Group Supervisor

- Check in and obtain briefing from Air Operations Branch Director or Operations Section Chief.
- Review Incident Action Plan and Air Operations Summary Worksheet (prepared by Air Operations Branch Director).
- Provide input to Air Operations Branch Director for incident planning.
- Keep the Air Operations Branch Director updated on Air Support Group activities.
- Identify resources/supplies on order for Air Support Group; review adequacy of retardant and dust abatement chemicals for use at helibases and helispots.
- Request special air support items from Logistics Section.
- Working with the Air Operations Branch Director, identify helibase and helispot locations, taking into consideration:
 - Safety-- Is the facility safe for operation? Are approach and departure routes clear of obstructions?
 - Flight routes -- Do helicopters fly over residential areas?
 - Will locations allow expansion and 24-hour operations?
 - Are adequate and easily accessible fuel, maintenance, safety and support resources in close proximity to the base?
- If helibases are located adjacent to major roads, determine need for traffic control and implement control measures.
- Determine personnel and equipment needs at each helibase and helispot; review with the Air Operations Branch Director.
- Monitor and ensure compliance with each agency's requirements for day and night operations.
- Inform Air Operations Branch Director of night flying capability.
- Coordinate special requests for air logistics.
- Coordinate with airbases supporting the incident.
- Obtain assigned ground-to-air frequency for helibase and helispot operations from Communications Plan (ICS Form 205) or Communications Unit Leader.
- Ensure the establishment and activation of air traffic control procedures between helibase and helispots and the Air Tactical Group Supervisor, Helicopter Coordinator and Fixed-wing Coordinator.

Supervise the implementation of dust abatement procedures at helibase and helispots.
Provide crash/rescue service for helibases and helispots.
Maintain Unit Log (ICS Form 214).

Helibase Manager

Some of the positions which may be established in support of helibase operations are listed below. These positions, if activated, report to the Helibase Manager. Not all will be required for, all incidents or by all agencies. Specific responsibilities for each position are included below.

Deck Coordinator -- manages helibase landing area for personnel and cargo movement.

Loadmaster -- responsible for the safe loading and unloading of cargo and personnel at a helibase.

Parking Tender -- responsible for the takeoff and landing of helicopters at an assigned helicopter pad.

Takeoff and Landing Controller -- coordinates arriving and departing helicopters at a helibase and all helicopter movement on and around the helibase.

Timekeeper

Helibase Radio Operator -- establishes communication between incident assigned helicopters and helibases, Air Tactical Group Supervisor, Air Operations Branch Director, and Takeoff and Landing Controller.

Helicopter Timekeeper -- records time for all helicopters assigned to the helibase.

Helispot Managers -- report to the Helibase Manager.

Major responsibilities of the Helibase Manager

Receive briefing from the Air Support Group Supervisor.

Review Incident Action Plan, including Air Operations Summary Worksheet (ICS Form 220).

Participate in Air Support Group planning. Upon reporting to assigned helibase, brief pilots and assigned personnel.

Keep Air Support Group Supervisor updated on helibase activities.

Ensure that helibase is adequately posted and cordoned.

Manage resources/supplies dispatched to helibase; as needed, order additional resources from Air Support Group Supervisor.

Coordinate air traffic control procedures at the helibase with:

Pilots

Air Support Group Supervisor

Air Tactical Group Supervisor

Helicopter Coordinator

Takeoff and Landing Controller

Post copies of work schedule and other organizational information at each helibase, including assigned radio frequencies and helispot organization.

Supervise loading operations, including any retardant mixing that might be required. Supervise helicopter fueling, maintenance, and repair services.

Supervise manifesting and loading of personnel and cargo.

Ensure that dust abatement procedures are in use at helibases and helispots.

Ensure that adequate security is in place at each helibase and helispot.

Ensure that crash/rescue services are provided for the helibase.

Respond to special requests for air logistics.

Supervise the maintenance of all agency records, including reports of helicopter activities, Check-In Lists (ICS Form 211) and Unit Log (ICS Form 214).

Solicit and record pilot input concerning selection and adequacy of helispots, communications, air traffic control, operational concerns, and safety problems.

Major responsibilities of the Helispot Manager

Receive briefing from Helibase Manager.

Review Incident Action Plan, including Air Operations Summary Worksheet (ICS Form 220).

Report to assigned helispot.

Review and take steps to alleviate potential hazards/problems, including:

Adequate dust control

Debris that may blow into rotor systems
Excessively steep touchdown slope
Insufficient rotor clearance
Coordinate with pilots for safe and efficient landing and takeoffs, and loading and unloading.
Manage all resources/supplies assigned to helispot.
As needed, request special air support items from Helibase Manager.
Keep Helibase Manager informed of all helispot activities.
As needed, coordinate air traffic control and communications with:
Pilots
Helibase Manager
Helicopter Coordinator
Fixed-Wing Coordinator
Air Tactical Group Supervisor

Ensure the availability of crash/rescue resources.
Supervise or perform retardant or other resource loading.
Manifest and load personnel and cargo as required.
Maintain agency records and reports regarding helicopter activities.

Major responsibilities of the Deck Coordinator

Receive briefing from Helibase Manager.
Review Air Operations Summary Worksheet (ICS Form 220).
Establish and mark landing pads.
Establish emergency landing areas.
Ensure that crash/rescue procedures are fully understood by deck personnel.
Ensure that deck area and emergency landing areas are posted.
Review adequacy of personnel to safely load and unload personnel and cargo; order additional staff as needed.
Supervise deck management personnel (Loadmasters and Parking Tenders).
Ensure that all assigned personnel are posted to the daily organization chart.
Maintain vehicle control procedures.
As needed, perform or supervise dust control procedures.
Ensure proper manifesting and load calculations.
Ensure that air traffic control is coordinated with the Landing and Takeoff Coordinator.
Maintain appropriate agency records.

Major responsibilities of the (personnel/cargo) Loadmaster

Obtain briefing from Deck Coordinator.
Review Air Operations Summary Worksheet (ICS Form 220).
Ensure the proper posting of loading and unloading areas.
Manifest and load personnel and cargo; supervise loading and unloading crews.
Review crash/rescue procedures with loading and unloading crews.
Ensure that sling load equipment is safe.
Coordinate with Takeoff and Landing Controller.

Major responsibilities of the Parking Tender

Receive briefing from the Deck Coordinator.
Supervise landing pad activities (e.g., personnel and helicopter movement, vehicle traffic, etc.).
Review crash/rescue procedures.
Tend fire extinguisher during any fueling operations.
Ensure that any required agency procedures and checklists are being followed.
Review safety procedures with passengers.
Ensure that the landing pad is properly marked and maintained (e.g., dust/debris abatement).
Ensure that helicopter pilot support needs are met.
Check personnel seatbelts, cargo restraints, and helicopter doors.

Major responsibilities of the Takeoff and Landing Controller

- Receive briefing from Helibase Manager.
- Review Air Operations Summary Worksheet (ICS Form 220).
- Perform thorough check of radio system.
- Coordinate helicopter flight routes and patterns with Helibase Radio Operator.
- Maintain communications with all incoming and outgoing helicopters.
- Maintain constant communications with Helibase Radio Operator.
- Coordinate with Deck Coordinator and Parking Tender prior to commencing operations and during operations.

Major responsibilities of the Helibase Radio Operator

- Receive briefing from Helibase Manager.
- Review Air Operations Summary Worksheet (ICS Form 220).
- Establish helibase communication system.
- Ensure that orders/communications from Air Operations Branch Director are relayed to Helibase Manager.
- Verify daily radio frequencies with Helibase Manager.
- Establish and post helicopter identification call numbers.
- Establish and enforce proper radio procedures.
- Receive clearance from Air Tactical Group Supervisor prior to launching helicopters.
- Maintain constant communications with helicopters and Takeoff and Landing Controller.
- Maintain a log of all helicopter takeoff/landings, ETAs, ETDs and flight route check-ins.
- Supervise helicopter time keeping.
- Immediately notify Helibase Manager of any overdue or missing helicopters.
- Review crash/rescue procedures.

Major responsibilities of the Helicopter Timekeeper

- Receive briefing from the Helibase Radio Operator.
- Review Air Operations Summary Worksheet (ICS Form 220).
- Determine number of assigned helicopters (by agency).
- Determine agencies' helicopter time keeping needs.
- Record operating time for all helicopters.
- Obtain required timekeeping forms from agencies.
- As necessary, complete all agency time reports.

Chapter Review Questions

1. Preparation and dissemination of the Air Operations Summary Worksheet is the responsibility of the
 - a) Air Operations Section Chief
 - b) Air Operations Branch Director
 - c) Planning Section
 - d) Admin Section
2. Factors that determine the location of a helibase include
 - a) Room to expand
 - b) Capability for 24-hour operations
 - c) Flight routes not over residential or restricted areas
 - d) All of the above
3. Temporary Flight Restrictions restrict all flights in a designated area except those participating in hazard relief activities.
 - a) True
 - b) False

4. Positions that, if activated, report to the Helibase Manager include

- a) Deck Coordinators
- b) Loadmasters
- c) Takeoff/Landing Controllers
- d) All of the above

5. Potential hazards or problems that must be evaluated at helispot locations include

- a) Dust Control
- b) Debris that may blow into rotors
- c) Insufficient rotor clearance
- d) All of the above

Answers to Chapter Review Questions

1. b. Air Operations Branch Director, 2. d. all of the above, 3. a. True, 4. d. All of the above, 5. d. All of the above

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts larger missions that have heavy air resource needs.

MODULE 10 Exercise Scenario

This incident occurs on a Sunday afternoon. A twin engine aircraft with eight passengers is overdue on a flight from _____ to _____. On board is the Governor of _____, his wife, the Japanese consulate representative and his wife, and the Governor's daughter who is five months pregnant and her husband. The plane had a crew of two.

Last contact with the aircraft was at 1400 hours this date, over The Wenatchee, a 26,000 square mile mostly wilderness area in the northern part of the state. The pilot was obtaining weather information at the time of the last contact, and gave no indication of any problems. So far, there has been no emergency signal from the aircraft. Rain and high winds have precluded any search attempt until Monday.

You were notified at 1600 on Sunday, that you were to be a part of an ICS management team being assembled for this incident. You will be the Air Operations Branch Director.

You are to report to the Bigelow Municipal Airport which is on the southwest edge of the Wenatchee area. The Bigelow Airport will be the Base and Incident Command Post.

The airport has a 5000-foot runway and plenty of parking for other aircraft. Limited fueling and mechanical services are available. It will accommodate a C-130. In addition to Bigelow, there are two other smaller airstrips in the Wenatchee. Both are 3500-foot dirt strips with no services.

When advised of your assignment, you were told that a state national guard C-130 is available for use. The National Guard, and the Civil Air Patrol have been notified.

Three helicopters and three other fixed-wings, all from different agencies, are being readied for the search. Ground search teams are also being assembled.

The Japanese Embassy in Washington has been notified and has requested to help in any way possible.

The first planning meeting will be at 0300 hours on Monday at the Bigelow ICP. You are scheduled to arrive at 0200 hours with other members of the team. You have been advised that the initial search activity will be conducted from the air using all available aircraft.

Weather in the area is in the 40s during the night with occasional rain showers. A high pressure area is scheduled to move across the area within the next 24 hours. Weather for tomorrow should be clear.

Exercise Requirement:

Based on the above information, you are to:

1. Be prepared to state your recommendation for an Air Operations organization adequate to initially support this incident. It should include all organizational positions, facilities, and support services that may be needed.
2. Be prepared to provide recommendations to the Operations Section Chief on what additional aviation equipment and personnel resources may be useful or necessary. It is recognized that some of this may not be fully known until the overall plan is developed.

Additional Background

Prior to the exercise you should determine the kinds (and types) of fixed-wing and helicopter aircraft to be available.

Helicopters

Fixed-wing

In addition, depending upon the agencies involved, the students may require some additional information as necessary for making their decisions. These could include:

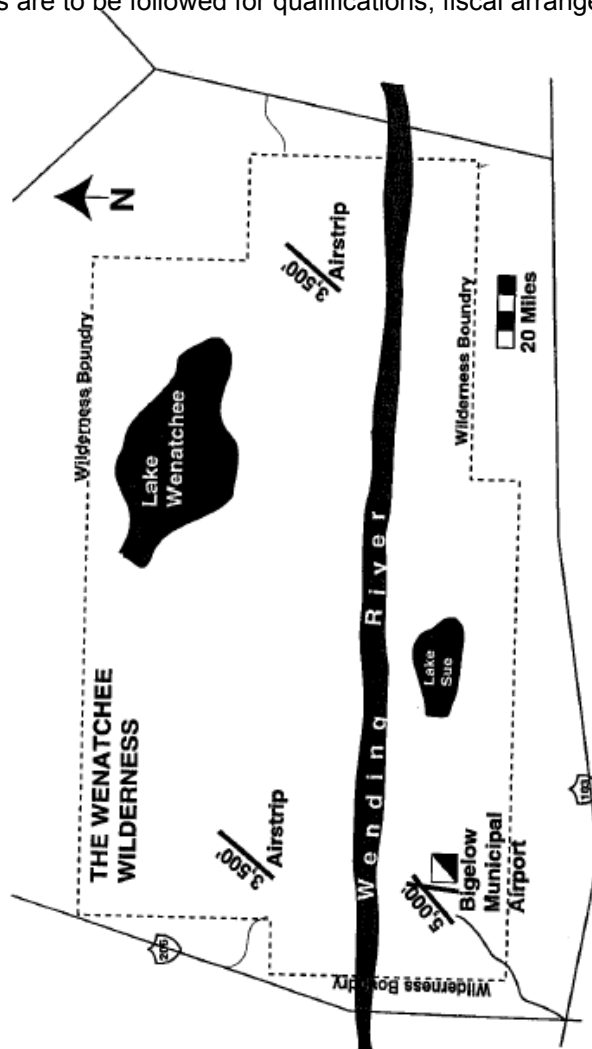
Airspace jurisdiction - Federal, state, private, a mix, etc.

Ownership and certification of available aircraft for use.

Ground rules regarding incident responsibilities for fueling, etc.

Who has responsibility for Medivac?

Whose standards are to be followed for qualifications, fiscal arrangements, maintenance, etc.



INCIDENT AND EVENT PLANNING

OBJECTIVES:

1. List the major steps involved in the planning process.
2. Identify the ICS titles of personnel who have responsibilities in developing the Incident Action Plan and list their duties.
3. As part of an exercise, identify incident objectives for a simulated scenario.
4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.
6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms that may be used in preparing the Incident Action Plan.
7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.
8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

Subjects covered in this module include the Importance of planning, Essential Incident Action Plan elements, the planning process, Planning for incident demobilization, and Developing the Incident Action Plan Objectives.

Importance of Planning

It is essential that every incident or event be managed according to a plan. In the ICS, the management plan is called the Incident Action Plan.

Most of the discussion for this module will be to learn the process for doing operational period incident planning. Event action planning is similar, however, and the same principles will apply. Later in the module we will develop an Incident Action Plan for an emergency situation.

For simple incidents of short duration, the Incident Action Plan will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning process for this kind of incident does not require a formal planning meeting.

Action Plans

Written Incident Action Plans documenting planning decisions should be considered whenever:

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- It is required by agency policy.

Written action plans provide:

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.
- A basis for measuring work progress and for providing accountability.

The decision to prepare a written action incident action plan will be made by the Incident Commander. However, it will not always be possible to have a written plan, nor is it always appropriate on small, short duration incidents even though they may be complex.

The ICS Form 201 which is used for Incident Briefings will provide valuable information to the oral or written planning process. That form will be discussed later in the module.

Operational Periods

Action plans should be prepared for specific time periods, called Operational Periods. Operational Periods can be of various lengths, although they should normally be no longer than 24 hours. It is not unusual to have much shorter Operational Periods covering, for example, two- or four-hour time periods. Decisions on the length of the Operational Period will be affected by:

- Length of time available/needed to achieve tactical objectives.
- Availability of fresh resources.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations

Planning must be done far enough in advance to ensure that additional resources needed for the next Operational period are available.

Essential Elements in the Action Plan

Several ICS forms are provided for many of the essential parts in any written or oral action plan. These include:

Statement of Objectives - Statement of what is expected to be achieved. Objectives must be measurable. (ICS Form 202)

Organization - Describes what elements of the ICS organization will be in place for the next Operational Period. (ICS Form 203)

Tactics and Assignments - Describes tactics and control operations, and what resources will be assigned. Resource assignments are often done by Division or Group. (ICS Form 204)

Supporting Material - Examples include a map of incident, Communications Plan, Medical Plan, Traffic Plan, weather data, special precautions, and safety message.

The ICS Form 205 is the Communications Plan, ICS Form 206 is the Medical Plan. Other supporting materials have no fixed format or form numbers.

We will discuss the contents of the action plan in more detail later in this module.

All incident supervisory personnel must be familiar with the current, as well as the next operational period's Incident Action Plan. This can be accomplished through briefings, by distributing a written plan prior to the start of the operational period, or, as is often done, by both methods.

Planning Process

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning which could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning.

We will now describe an incident or event planning process which consists of six sequential steps. The first three steps can be accomplished during a formalized planning meeting, or in the head of the Incident Commander. The last three steps ensure that the plan does the job for which it is intended. The steps are:

- Understand the situation
- Establish Incident Objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan

Evaluate the plan

Understand the Situation

A full understanding of the incident situation requires that the planner be aware of certain essential elements of information. These will vary considerably depending upon the kind of incident, and each incident will have its own special characteristics.

In general, the essential elements of information can be categorized by knowledge and understanding of the following:

- What has happened?
- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What is the present and future resource and organizational capability?

These steps pertain to any kind or size of incident. Information related to each of the steps is essential to effective planning.

It is especially important that planners know in advance what the likelihood is of obtaining additional resource support from outside sources for use in the next Operational Period.

If there are readily available resources of the proper kind and type, then the planning process can encompass a wider variety of potential strategies than would be possible under very limited resources.

Limited resources and the press of time require the prioritization of incident activities.

Establish Incident Objectives and Strategy

Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. Incident Objectives should have the following characteristics:

Attainable - They must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several Operational Periods to accomplish them.

Measurable - The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.

Flexible - Objectives should be broad enough to allow for consideration of both strategic and tactical alternatives.

The strategy or strategies to achieve the objectives should pass the following criteria test:

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies that may have to be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process. This will be discussed in a later in this module.

It should also be pointed out that agency policy will affect the objectives and strategies. In some agencies, the agency executive or administrator will provide the Incident Commander, especially on large incidents, with written authority and document any constraints or limitations.

Objective:

Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways

Strategy #3 - Use pumps

Or use another example of your choosing.

Determine Tactical Direction and Make Resource Assignments

Tactical direction includes determining the tactics and operations necessary for the selected strategy, and determining and assigning the appropriate resources. The tactical direction is developed around an Operational Period and must have measurable results.

On large incidents that may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.

If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations which realistically cannot be achieved.

Personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives.

Prepare the Plan

On smaller incidents which do not require a written action plan, the sequence of steps for a briefing by the Incident Commander to the General Staff includes:

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

The ICS Form 201 provides the Incident Commander with a useful framework for preparing a briefing when no written action plan is prepared.

On larger incidents that meet the earlier criteria for having a written plan, the above material plus other supporting material will be compiled into a formal, written document called the Incident Action Plan.

The Planning Section has primary responsibility for documenting the Action Plan, and for assembly, printing, and distribution of the plan.

Written plans will vary in their contents and size. Listed below are the major elements of the written Incident Action Plan.

- Incident Objectives (ICS Form 202)

- Organization (ICS Form 203)

- Assignments (ICS Form 204)

- Support Material, e.g., map, Communications, Medical, Traffic Plans, safety message, etc.

Responsibilities for Incident Action Planning

On small incidents, the Incident Commander is responsible for developing the Incident Action Plan. The IC may have assistance to help collect or obtain information, but the IC has sole responsibility for determining the Incident Objectives, strategy, tactical operations, and resource assignments.

On larger incidents, and as part of the overall planning process, other ICS organizational positions are responsible for contributing information to the Incident Action Plan.

The Planning Process

The Planning Section Chief has the responsibility to conduct the planning meetings. The planning process outlined below will, if followed, provide a logical set of steps to follow. This process only works however, if everyone involved comes to the planning meeting well prepared, and understands the process.

The time required for development of a plan will vary depending on the kind of incident and agencies involved. The principal steps involved are as shown in the accompanying visual.

The actual time committed to the activity may only be a few minutes when there are just a few resources involved. In very large incidents, the planning cycle will be longer.

It is important that prior to the planning meeting, interagency negotiations on the use of resources, strategies, and cost issues have been discussed and resolved by the Incident Commander or the Unified Command.

A major criticism of planning meetings is that they tend to "drag on" and consume valuable time. The Planning Section Chief can help to ensure that planning meetings are only as long as necessary by close adherence to the following:

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- All participants adhere to the planning process.
- No radios, cellular phones at planning meetings.

A checklist of information to be supplied, and those responsible, is listed below. The steps are in the general sequence that should occur. Not all steps may apply, depending upon the specific application, and some variation may be necessary.

TEN STEP PLANNING MEETING CHECKLIST

NO.	ACTIVITY	PRIMARY RESPONSIBILITY
1	Give situation and resource briefing	Planning Section Chief
2	State Incident objectives and policy issues	Incident Commander

3	State primary and alternate strategies	Operations Section Chief
4	Designate Branch, Division, Group boundaries and functions as appropriate	Operations Section Chief
5	Describe tactical operations and tactics	Operations Section Chief
6	Make tactical resource assignments	Operations, with supports of Planning and Logistics Section Chiefs
7	Determine Operations facilities and reporting locations	Operations and Logistics Sections Chiefs
8	Develop the resources, support, and overhead order	Planning and Logistics Section Chiefs
9	Develop Communications, Medical, and Traffic supporting plans.	Planning and Logistics Sections
10	Approve and implement the plan	Incident Commander approves and General Staff implements

Two ICS forms have been developed to support the planning process.

ICS Form 215 - Operational Planning Worksheet

An Operational Planning Worksheet (ICS Form 215) is used in the incident planning meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

This form is often enlarged and attached or drawn onto a white board or chalkboard. The form brings together information on resources required and resources available for specific work assignments. It also provides a written designation of reporting locations. The example used here is taken from the Fire Services.

At the end of the planning meeting, the ICS Form 215 is used to prepare the off incident tactical resource order.

ICS Form 220 - Air Operations Summary

For those incidents which have a significant amount of aviation resources assigned, the Air Operations Summary provides information related to numbers and types of aircraft and tactical assignments.

Other Forms Available for Use in Incident and Event Planning

As discussed earlier, the ICS has a number of forms which can be used to document the results of the planning process, and to assist in preparing the Incident Action Plan.

The Incident Action Plan will normally consist of:

FORM No.	FORM NAME	RESPONSIBILITY FOR PREPARING
202	Incident Objectives	Resource Unit
203 or 207	Organization List/Chart	Resource Unit
204	Assignment List	Resource Unit/Planning Recorder
205	Communications Plan	Communications Unit
206	Medical Plan	Medical Unit
220	Air Operations Summary	Air Operations Branch Director
None	Traffic Plan	Ground Support Unit
None	Safety Plan	Safety Officer
None	Maps	Situation Unit
None	Demobilization Plan	Demobilization Unit

The contents of many of these forms will be developed by the General Staff in the planning meeting, or by others after the meeting. The Documentation Unit in the Planning Section is responsible for producing the Plan after the contents have been developed.

Implement the Plan

On small incidents, the Incident Commander has the full responsibility for the implementation of the Plan. If there is no written Incident Action Plan, the IC will provide verbal instructions to subordinates. The ICS Form 201 Briefing Form can provide a useful framework for a briefing when a written Action Plan is not required. Larger incidents will require a written action plan. Each of the General Staff will assume responsibility for implementing their respective portions of the Plan.

Evaluation of the Plan

The planning process must include a way to provide for ongoing evaluation of the Plan's effectiveness. It is not enough to simply complete the Plan and implement it. Three steps to accomplish evaluation are as follows:

1. Prior to the Incident Commander approving the Plan for release, the General Staff should review the Plan's contents to ensure that it accurately reflects the current situation. This is done in recognition of the fact that some time may have elapsed between plan development and release.
2. During the Operational Period, the Incident Commander, the Planning and Operations Section Chiefs should regularly assess work progress against the control operations called for in the Plan. If deficiencies are found, improved direction or additional staffing may be required, tactical operations may need to be modified, and/or changes may need to be reflected in the planning for the next Operational Period.
3. The Operations Section Chief may make expedient changes to tactical operations called for in the Incident Action Plan if necessary to better accomplish an objective.

Planning for Incident Demobilization

1. Importance of Demobilization Planning

Planning for incident demobilization is often overlooked. As incidents begin to wind down, everyone will be anxious to leave the scene of the incident and return to their home agency as soon as possible. Demobilization planning helps to assure a controlled, safe, efficient, and cost effective demobilization process.

For that reason, early ICS development included a Demobilization Unit in the Planning Section. On smaller incidents, with only a few tactical resources assigned and with only a partial ICS organization in place, demobilization planning is relatively simple and may not require a written plan.

Larger incidents, particularly those with multiagency involvement, must have adequate demobilization planning.

The Planning Section Chief must establish an adequate demobilization organization in plenty of time to provide for an orderly and efficient demobilization.

Resources must be released and returned to their home units as soon as possible to minimize cost, maintain high morale, and to be ready for other assignments.

2. Demobilization Planning

To be effective, demobilization planning must begin early in the incident. That is why a separate unit with no other incident responsibility has been established within ICS.

Many elements of information must be gathered to help in the demobilization planning effort. Each section of the ICS organization must be involved.

Release priorities must first be determined by all elements of the organization. This is essentially a decision on what resources must be retained, and what resources can be made available for release. This determination can only be made after a full understanding of the longer-term incident needs.

3. Information Elements Needed for Demobilization Planning are summarized as follows:

Planning Section - Has basic information on resources. (Check-in lists and Incident Form 201 Briefing Forms are important to this effort.)

Liaison Officer - Knows terms of agreements involving use and release of other agency's resources.

Safety Officer - Considers physical condition of personnel, personal needs, and adequacy of transportation.

Logistics Section - Handles transportation availability, communications, maintenance, and continuing support.

Operations Section - Knows continuing needs for various kinds of tactical resources.

Finance/Administration Section - Processes any claims, time records, and costs of individual resources that are a factor in determining release.

Agency dispatch centers - Give high priority to timely return of resources.

Sections in the Demobilization Plan

The Demobilization Plan should contain the following sections:

1. General Information - (discussion of the demobilization procedure)
2. Responsibilities
3. Release Priorities

Priorities will vary and must be determined at the time. Examples of release priorities related to tactical resources could be:

Priority 1 - Type 1 Resources

Priority 2 - Resources traveling the farthest distance

4. Release Procedures
5. Directory (maps, telephone listings, etc.)

Demobilization Planning can be quite complex, especially on a large multi-agency incident. Considerable guidance for demobilization planning has been prepared and is available for students interested in obtaining more detail.

Incident Action Plan Development

Using the search scenario, conduct a planning meeting and develop the basic contents of an incident action plan. Use the ICS Form 201 and objectives that were developed earlier.

Exercise Plan

The best way to understand the planning process is to do it. This next section will be an exercise to work through the planning process, and to develop the basic contents of an Incident Action Plan.

The scenario for this exercise is a missing person search. It is the same scenario used earlier to develop Incident Objectives.

A resource list accompanies this scenario. Resources on scene are also shown. You may add or change resources to the attached listing if you desire.

Staffing:

Staffing will be tailored to class size. (Command and General Staff positions should be the first to be filled.) If there are additional personnel, fill with other positions. Depending on class size, all positions may or may not be filled.

Incident Commander

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief
- Information Officer
- Liaison Officer
- Safety Officer
- Assisting Agency Representatives (as appropriate)

Operations

- Division/Group Supervisors (as appropriate)

Planning

- Situation Unit Leader
- Resource Unit Leader
- Recorder(s)
- Technical Specialist (as appropriate)

Logistics

- Communications Unit Leader
- Medical Unit Leader
- Food Unit Leader
- Facilities Unit Leader
- Ground Support Unit Leader
- Supply Unit Leader
- Cost Unit Leader
- Time Unit Leader

Activities for This Exercise

Each group should:

1. Identify, evaluate, and select strategies appropriate to the list of objectives developed earlier.
2. Conduct a planning meeting using the scenario as background, and the planning process list contained in the Reference Text.
3. Prepare an Incident Action Plan using ICS forms, to include:
 - Incident Objectives
 - Organization
 - Completed Assignment lists - add supporting plans as time permits

After working through the planning process, prepare a plan, and then provide a briefing on the plan.

Chapter Review Questions

1. Only incidents expected to last over twelve hours require an Incident Action Plan.
 - a) True
 - b) False
2. The Action Plan for some incidents can be passed to subordinates in the form of a briefing.
 - a) True
 - b) False
3. Operational Periods
 - a) Are always 12 hours in length
 - b) Can be over or less than 12 hours in length

4. Tactical objectives pertain to
 - a) Specific operational periods only
 - b) The entire incident
 - c) Objective parameters are determined by the Planning Section based on the needs of the incident.
5. The completed Incident Action Plan may be reviewed or evaluated by
 - a) The IC prior to releasing it
 - b) The IC and the General Staff regularly assessing work progress against tactical objectives during the operational period.
 - c) Both A and B above
 - d) Neither A nor B above

Answers to Chapter Review Questions

1. b. False, 2. a) True, 3. b. Can be over or less than 12 hours in length, 4. a. Specific operational periods only, 5. c. Both A and B above

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

Missing Person Search Scenario

Date: 15 September Time: 1630 Weather: Clear, mild, no change in next 24 hours

Nine-year-old Wendy Brady is missing in Woolsey Regional Park. She loves the outdoors and likes to explore. She was last seen on Saturday afternoon at 1430 hours in campground #1. Both parents thought she was going with the other and it was not until 1630 that they realized she was missing. They made a quick search of campground #1, and contacted the park ranger. The ranger took a report and called the Willow County Sheriffs search and rescue team.

The Search and Rescue Team arrived at Park Headquarters at 1715. Realizing the late hour (it will be dark within an hour), and the delay in requesting help, Sgt. Maloy of the S&R team decided to focus the search in the immediate campground area tonight and organize a full scale search to start at 0600 the next day.

Resources available at 1715:

Sgt. Maloy and a four-person S&R Team

Park Ranger

Assistant Park Ranger

County fire paramedic unit

Wendy's parents

Ten camper volunteers

The City of Green Isle and Frazier County have both offered to provide resources but none have yet been sent.

Additional Background

Woolsey Regional Park is a large (150 sq. mile) semi-wilderness area located on the Ruby River. The terrain is heavily forested with elevations ranging from 600 to 2000 feet. The park is famous for its Indian ruins. It has many caves, and at one time the area was used for gold mining. There are three other campgrounds in the park, and two small lakes. The park is entirely within Willow County. The eastern edge of the park is the boundary between Frazier County and the City of Green Isle. At this time of the year, the campgrounds are all nearly full.

RESOURCE TABLE FOR USE IN EXERCISE

Depending on the exercise needs, use the blank columns to show: # of resources available, typing, resources needed, resources ordered, resources in Staging Area, resources assigned by agency, etc.

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES –30 PASS 50 Pass				
COAST GUARD VES				
COMMUNICATIONS UNIT				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE Cos				
FIRE TRUCK Cos				
FIREBOATS				
FOUR WHEEL DRIVES				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

COMMAND AND GENERAL STAFF

OBJECTIVES:

1. Identify the steps built into the ICS design to compensate for previous incident management problems.
2. Describe the primary guidelines related to Command and General Staff positions.
3. Summarize principal responsibilities for each Command and General Staff member.
4. Describe the roles of deputies and assistants in incident management.
5. Describe the purposes and responsibilities of agency representatives, reporting relationships, and how they can be effectively used within the incident organization.
6. Develop a Command and General Staff organization around a simulated scenario.

Each Command and General Staff position is explained in terms of principal responsibilities and importance to the organization. Guidelines for activation of the Command and General Staff positions and the role of deputies and assistants are discussed. Relationships and duties are covered for each Command Staff member and for Agency Representatives.

Background Related to Command and General Staff Development

The Incident Command System was developed in response to problems that create major difficulties in incident management. These problems are often familiar to emergency service personnel. They include, for example, several agencies or jurisdictions with shared responsibility on a single incident, different organization structures, lack of communications, different terminology, etc.

In addition to the problem of the single agency approach to incident management, one of the major other problems in previous incident management organizations was that there was too much authority vested in the top leadership role. The person in charge made virtually all the decisions. Assistants and deputies were usually not empowered to take independent actions. The result was that the incident organization took on the character, training and experience of the person in charge.

One result was that as an incident grew, the management and decision-making load on the organization's leader also increased. As a result, major decisions often were not being made in a timely manner.

Another consequence was that span of control also expanded as the organization grew. Often, the organizational leader had far too many "points of contact" to be effective. Too large a span of control has often been cited as a major problem in incident management.

To resolve these problems, the ICS design contained the following requirements:

A standardized functional organization must be established.

Related functions should be grouped together within the organization.

Subordinates within the organization must be delegated the necessary authority to manage their assigned functions with maximum autonomy, in accordance with the action plan objectives.

Every incident, small or large, simple or complex, must have some form of an action plan whether oral or written.

The action plan must be made known to all supervisory personnel. It will guide their operational actions for a prescribed period of time.

As a result of including these requirements in the ICS design, it was possible to adequately organize and manage, delegate authority, and share responsibility.

Obvious outgrowths of this were to reduce the span of control for the organizational leader to an effective level, and reduce the need for continual instructions to subordinates.

The use of distributed authority in ICS is a primary factor in creating an incident organization that is responsive to management by objectives.

Determination of Command and General Staff Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents.

Analyses of incident reports, and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were:

- To delegate authority and to provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.

- To provide logistical support to the incident organization.

- To provide planning services for both current and future activities.

- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.

- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.

- To provide a safe operating environment within all parts of the incident organization.

- To ensure that assisting and cooperating agencies needs are met, and to see that they are used in an effective manner.

While other activities were identified, these major incident activities became the basis for the ICS organization. All other functions support these activities.

Line and Staff Organizations

In reviewing the list of the seven primary activities, some of them, e.g., tactical direction and logistical support, have quite specific responsibilities. These kinds of activities also require the most support to accomplish their assignments. Other functional areas, e.g., safety or information, have a more general relationship to the incident.

Therefore, the ICS development team placed certain functions into a classic direct line management organization, and the others became support staff functions.

The primary direct line management functions were established as Sections in the ICS organization and were called:

- Operations
- Planning
- Logistics
- Finance/Administration

The primary Support Staff functions were designated as:

- Information
- Safety
- Liaison

From this breakout, the ICS Command and General Staff organizations developed.

The four line General Staff functions and the three Command Staff support functions have worked well in a variety of incident applications.

It became evident as ICS was used for a wider variety of incident types, that these functions would apply to the management of any incident of any size, independent of the nature of the incident, and could also be applied to the management of planned events.

Command and General Staff Titles

To provide an even clearer distinction, personnel filling Command and General Staffs positions were given distinctive titles.

All General Staff managers in the ICS are Chiefs.

All Command Staff personnel are Officers.

All other levels within the organization have distinctive titles to help in identifying their position in the organization. These will be covered shortly.

The reason for using titles in the organization is often not understood. The use of titles provides another level of consistency, especially in:

1. Multi-agency incidents - where many agencies must come together rapidly and work together effectively.
2. In ordering resources -where ordering will require some title be attached to the position
3. Having unique position titles allows for the use of the most qualified persons in the position without regard to any single agency's rank structure.

Major Responsibilities of Command and General Staff Positions

Responsibilities of the Command and General Staff positions have been covered in previous modules. The following is a brief summary of each position.

The Incident Commander is technically not a part of either the General or Command staff.

Responsibilities of Incident Commander

- Make sure you have clear authority and know agency policy.
- Ensure incident safety.
- Establish an Incident Command Post.
- Obtain a briefing from the prior Incident Commander and/or assess the situation.
- Establish immediate priorities.
- Determine incident objectives and strategy(s) to be followed.
- Establish the level of organization needed, and continuously monitor the operation and effectiveness of that organization.
- Manage planning meetings as required.
- Approve and implement the Incident Action Plan.
- Coordinate the activities of the Command and General Staff.
- Approve requests for additional resources or for the release of resources.
- Approve the use of students, volunteers, and auxiliary personnel.

Authorize the release of information to the news media.
Order demobilization of the incident when appropriate.
Ensure incident after-action reports are complete.

The ICS General Staff Positions

The ICS General Staff consists of the following positions:

Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Administration Section Chief

General guidelines related to General Staff positions:

Only one person will be designated to lead each General Staff position.

Qualified persons from any agency or jurisdiction may fill General Staff positions.

Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.

Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.

General Staff members may exchange information with any person within the organization.

Direction takes place through the chain of command. This is an important concept in ICS.

General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section" it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

The reasons not to combine positions are:

1. If they need to be separated at a later time, this could cause confusion due to the mix of assignments, staffing, etc.

2. This creates a "non-standard" organization which would be confusing to incoming agencies.

Operations Section Chief

The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.

Major responsibilities of the Operations Section Chief

Manage tactical operations.
Ensure interaction is taking place with other agencies.
Assist in the development of the operations portion of the Incident Action Plan.
Supervise the execution of the operations portion of the Incident Action Plan.
Maintain close contact with subordinate positions.
Ensure safe tactical operations.
Request additional resources to support tactical operations.

Approve release of resources from active assignments (not release from the incident).
Make or approve expedient changes to the operations portion of the Incident Action Plan.

Maintain close communication with the Incident Commander.

Planning Section Chief

The Planning Section Chief is responsible for providing planning and status services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.

Major responsibilities of the Planning Section Chief

- Collect and manage all incident-relevant operational data.
- Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan.
- Supervise preparation of the Incident Action Plan.
- Conduct and facilitate planning meetings.
- Reassign personnel already on site to ICS organizational positions as needed and appropriate.
- Establish information requirements and reporting schedules for Planning Section units.
- Determine the need for specialized resources to support the incident.
- Assemble and disassemble task forces and strike teams not assigned to Operations.
- Establish specialized data collection systems as necessary. (e.g., weather)
- Assemble information on alternative strategies and contingency plans.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation of the Demobilization Plan.
- Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

Logistics Section Chief

The Logistics Section Chief provides all incident support needs with the exception of air logistics support. The Logistics Section is responsible for providing:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fueling
- Food Services (for responders)
- Medical services (for responders)
- All off-incident resources

Major responsibilities of the Logistics Section Chief

- Manage all incident logistics.
- Provide logistical input to the Incident Commander in preparing the Incident Action Plan.
- Brief Logistics Branch Directors and Unit Leaders as needed.
- Identify anticipated and known incident service and support requirements.
- Request additional resources as needed.
- Develop as required, the Communications, Medical, and Traffic Plans.
- Oversee demobilization of the Logistics Section.

Finance/Administration Section Chief

The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. This section will only be activated when the involved agencies have a specific need for finance services.

Due to the specialized nature of the administration and finance function, the Finance/Administration Section Chief is usually a member of the jurisdiction or agency requiring financial services. However, that is not an absolute requirement.

Major responsibilities of the Finance/Administration Section Chief

- Manage all financial aspects of an incident. Provide financial and cost analysis information as requested.

- Ensure compensation and claims functions are being addressed relative to the incident.

- Gather pertinent information from briefings with responsible agencies.

- Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs.

- Determine need to set up and operate an incident commissary.

- Meet with assisting and cooperating agency representatives as needed.

- Maintain daily contact with agency(s) administrative headquarters on finance matters.

- Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.

- Provide financial input for demobilization planning.

- Ensure that all obligation documents initiated at the incident are properly prepared and completed.

- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.

Activating General Staff Positions

General Staff positions on an incident are activated only as needed. Smaller incidents may not require activation. Span of control is always a primary concern.

There are no guidelines as to which positions would be activated first. The complexity of the incident, experience, training, and the judgment of the Incident Commander will determine the order of activation.

An important consideration in ICS is that those positions not activated remain the responsibility of the Incident Commander.

The Command Staff

There are three other important activities that are the responsibility of the Incident Commander, in addition to the primary command and general staff functions.

- Handling public information and media relations.

- Maintaining close contact with assisting and cooperating agencies.

- Ensuring maximum possible safety for all assigned personnel.

As incidents grow in size or become more complex, any one of these activities can consume much of the Incident Commander's time. Therefore, it is important for the Incident Commander to recognize the importance of and quickly fill needed Command Staff positions.

The Command Staff in ICS consists of:

- Information Officer

- Safety Officer

- Liaison Officer

Guidelines related to Command Staff Positions

Only one person will be designated for each Command Staff position. This applies to all incidents including multijurisdictional incidents.

Command Staff positions should not be combined.

Qualified persons from any appropriate agency or jurisdiction may fill command Staff positions.

There are no deputy positions at the Command Staff level.

Each of the positions may have one or more assistants as necessary.

Assistants are recommended for larger incidents.

Assistants can be designated from other jurisdictions or agencies as appropriate.

Command Staff members report directly to the Incident Commander.

Command Staff members may interact with any position within the ICS for purposes of information exchange.

Information Officer

The Information Officer is responsible for developing information about the incident for the news media, incident personnel, and other appropriate agencies and organizations.

Reasons for the Incident Commander to designate an Information Officer include:

An obvious high visibility or sensitive incident.

Media demands for information may interfere with the IC's effectiveness. The media's capability to acquire (and interpret) its own information is increasing.

Reduces the risk of multiple sources releasing possibly conflicting information.

The following are the major responsibilities of the Information Officer: (Note that agencies will have different policies and procedures relative to the handling of public information. For example, in some areas incident media releases must be first cleared by the Agency Executive.)

Determine from the Incident Commander any limits on the information to be released.

Develop information for use in media briefings.

Obtain Incident Commander's approval of media news releases.

Conduct periodic media briefings.

Arrange for tours and other interviews or briefings that may be required.

Monitor and forward media information that may be useful to incident planning.

Maintain current information summaries and/or displays on the incident.

Make information about the incident available to incident personnel.

Participate in the planning meeting.

Safety Officer

The Safety Officer's function on the Command Staff is to identify, assess and/or anticipate hazardous and unsafe situations, and to develop and recommend measures for assuring personnel safety. Working through the chain of command, the Safety Officer will correct unsafe situations.

An important point to remember is that the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent life-threatening danger.

By law (Under OSHA regulation 1910.120), the Safety Officer function is required at the tactical operations level on hazardous materials incidents.

Major responsibilities of the Safety Officer are

Participate in planning meetings.

Identify hazardous situations associated with the incident, and make sure that problems are taken care of prior to an accident.

- Assign assistants qualified to evaluate special hazards.
- Review the Incident Action Plan for safety implications and prepare incident specific safety message or plan based on hazards, problems, or agency requirements.
- Exercise emergency authority to stop and prevent unsafe acts.
- Initiate preliminary investigation of accidents that have occurred within the incident area.
- Review and approve the Medical Plan.
- Ensure safety messages and briefings are made as needed.

Liaison Officer

Incidents that are multijurisdictional or that have several agencies involved at the incident scene may require the establishment of the Liaison Officer position on the Command Staff.

The Liaison Officer will be the point of contact for Agency Representatives assigned to the incident by assisting or cooperating agencies. These are usually personnel other than those directly associated with resources on direct tactical assignments.

The following are some of the main reasons to establish the Liaison Officer position at an incident:

- Several agencies send or plan to send Agency Representatives to an incident in support of their resources.

- When the IC can no longer provide the time for individual coordination with each Agency Representative.

Major responsibilities and duties of the Liaison Officer at an incident

- Act as a point of contact for Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.
- Provide agency-specific demobilization information and requirements.

Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. An Agency Representative is different than an individual assigned to an incident to be a part of a Unified Command.

The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives can function as IC's in a Unified Command if they are IC qualified by their agencies.

Even in a Unified Command organization, agencies may provide other Agency Representatives to assist in the multiagency coordination.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled. Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.

Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.

Oversee the well-being and safety of agency personnel assigned to the incident

Advise the Liaison Officer of any special agency needs, requirements or agency restrictions.

Report to agency dispatch or headquarters on a prearranged schedule.

Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.

Ensure that all required agency forms, reports, and documents are complete prior to departure.

Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

MODULE 12 COMMAND AND GENERAL STAFF

Exercise Scenario

Command and Staff Questions

At the end of this module you will be given a scenario of an incident. Working in teams you will be asked to develop an incident management organization for that scenario.

The text material which will be presented during the module will help you in making appropriate decisions regarding the scenario incident organization.

In your presentation to the full group, you will be asked to address some or all of the following questions.

1. The organization needed to work this scenario could be:

Single Command

Single Command with deputies

Unified Command

Which would you suggest? Why?

2. If other than a single command, how would you structure the command?

Which agencies/jurisdiction, etc.?

3. Which General Staff positions would you activate? Explain.

4. What would be your order of activation of the General Staff? Explain.

5. Within Operations, would you favor a branch structure? If so, do you feel it should be a functional or geographic/jurisdictional structure? Explain.

6. Does this incident call for the use of staging areas? If so, should there be one or more staging areas established?

7. Where would you place staging area(s)? Explain.

8. Would staging areas be set up by function, i.e., for one kind of resource; by agency or open to all resources? Explain.

9. Would this incident call for any air operations? If so, diagram the organization to be used.

10. If you establish a Planning Section, what units would you activate for this incident? Would you designate a deputy? If a deputy is assigned, do you see the deputy coming from within the same agency or from another agency/jurisdiction? Explain.

11. If you establish a Logistics Section, what units would you activate for this incident? In what order? Explain.

12. What facilities other than staging would you establish? Explain.
13. Is there a need for a deputy Logistics Section Chief? If so, from what agency/jurisdiction? Explain.
14. Is there a need for a Finance/Administration Section? If so, what units would you establish?
15. Is there a need for a Command Staff? If so, how would it be prioritized and organized? Would there be a need for assistants? What agency/jurisdiction would they come from?

Chapter Review Questions

1. Common problems in incident management that ICS was developed to solve include
 - a) Different organization structures
 - b) Lack of communication
 - c) Different terminology
 - d) All of the above
2. In a "classic" organizational setup, which of the following would be part of a line organization?
 - a) Operations
 - b) Planning
 - c) Finance
 - d) Logistics
 - e) All of the above
3. All non-urban incidents require the establishment of a commissary if the incident last over two operational periods.
 - a) True
 - b) False
4. The Information Officer has the sole authority to approve and release press releases.
 - a) True
 - b) False
5. A requirement for an Agency Representative is
 - a) To be a Liaison Officer
 - b) To have been delegated authority to make decisions on matters affecting that agency's participation at the incident
 - c) Be assigned to the General Staff and recommended by the IC
 - d) All of the above

Answers to Chapter Review Questions

1. d) All of the above, 2. e) All of the above, 3. b. False, 4. b. False, 5. b. To have been delegated authority to make decisions on matters affecting that agency's participation at the incident

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts almost all mission base staff functions and tasks.

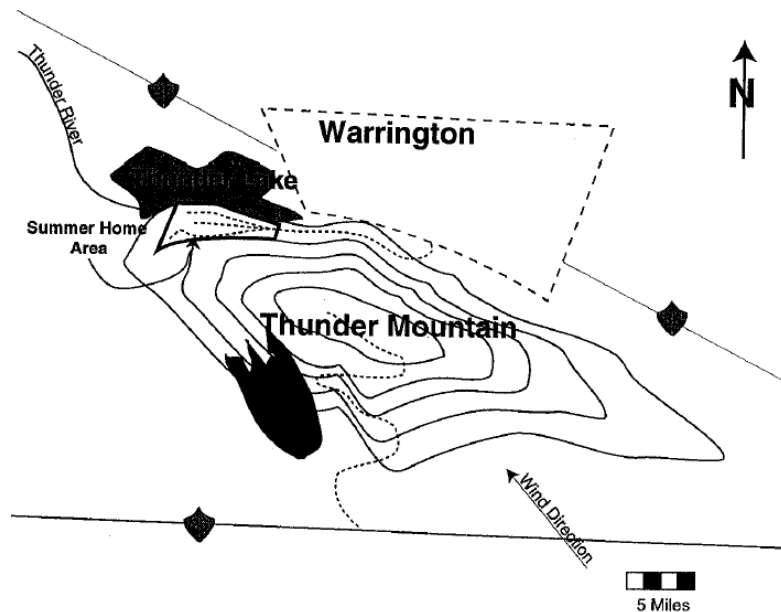
Small Group Exercise

The purpose of this exercise is to have you develop an ICS General and Command organization around a simulated scenario.

SCENARIO

Thunder Mountain Wildfire

You are the Incident Commander on the Thunder Mountain Fire. You have two wildland engines with you, a Type 4 and a Type 5. The fire is burning in an area with limited access. The time is 1400.



The fire is threatening the Thunder Mountain watershed, which is the main source of water for the Warrington township. The fire is burning in brush and is estimated to be 125 acres and is headed toward a prime stand of timber on Thunder Mountain. The top of the mountain has all types of the electronic equipment for Warrington (telephone system, television, etc.) The fire is being pushed in the direction of a summer home area on Thunder Lake, five miles away. Estimated control date for the fire is 4 days from now.

Additional resources due on scene within one hour:

- 5 engines (3 Type 4s and 2 Type 5s)
- 1 Type 2 Water Tender
- 1 Dozer Type 2 with single resource boss and operator
- 4 Type 2 hand crews
- 2 Type 3 helicopters
- 1 Helibase manager

Additional background:

You have been on scene for 15 minutes.

You currently have 2 single resources reporting to you, an additional 14 are ordered and due on scene within the hour.

A small remote summer home area is located 5 miles from the fire. It is in the direct path of the fire. Property is not immediately in danger but, if the winds pick up, the summer homes area and the radio equipment on top of the mountain could be in danger.

The news media have just arrived with a TV ground crew.

Weather for the area is predicted to be hot and dry for the next several days.

Your agency has primary responsibility for the incident, but may need to request assistance from other agencies.

Staff is limited. However four qualified people are available who could assume staff role (Command and General). These are in addition to the single resources on scene.

RESOURCE TABLE FOR USE IN EXERCISE

Exercise Planners: Change names or add to this list as you desire. Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered resources in Stain Areas, resources assigned by agency. etc.

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES –30 PASS 50 Pass				
COAST GUARD VES				
COMMUNICATIONS UNIT				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE Cos				
FIRE TRUCK Cos				
FIREBOATS				
FOUR WHEEL DRIVES				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

UNIFIED COMMAND

OBJECTIVES:

1. Define Unified Command.
2. Define the advantages of Unified Command and define the kinds of situations which may call for a Unified Command organization.
3. Identify the primary features of a Unified Command organization.
4. Given a simulated situation, describe roles and reporting relationships under Unified Command that involves agencies from within the same jurisdiction, and under multijurisdiction conditions.
5. Describe areas of cost sharing which might apply under a Unified Command structure.
6. Given a simulated situation, describe an appropriate Unified Command organization.

This module describes the purposes and advantages of multijurisdiction and/or multi-agency Unified Command, and how Unified Command can be applied to incident situations. It describes the Unified Command organization, how Unified Command is established, and the roles of its major elements. The module discusses a number of factors to be considered in implementing Unified Command.

Background on Unified Command

Early in the development of ICS, it was recognized that many incidents crossed jurisdictional boundaries or the limits of individual agency functional responsibility.

The standard ICS organizational framework with a single Incident Commander from one jurisdiction or agency did not lend itself to creating an effective organization for multijurisdictional incidents, or for incidents involving several agencies from the same political jurisdiction. In fact, the use of a single Incident Commander would, in some cases, not be legally possible or politically advisable.

On the other hand, it was also recognized that every incident must have one person with the responsibility and the authority to direct tactical actions. Lacking a single authority, chaos easily prevails on multijurisdictional or multi-agency incidents.

Two solutions were considered:

1. Divide the incident either geographically or functionally so that each jurisdiction or agency could establish its own ICS organization in a well defined geographical or functional area of responsibility. This was the simplest political solution, but there were obvious cost and effectiveness reasons why this solution was unacceptable.
2. Create a single ICS incident structure with a built-in process for an effective and responsible multijurisdictional or multi-agency approach.

This was the challenge to the early ICS designers, and the solution was an incident management process called Unified Command. Unified Command has been used many times, and has become a major feature of the Incident Command System.

Description of Unified Command

Unified Command is a team effort process, allowing all agencies with responsibility for an incident, either geographical or functional, to establish a common set of incident objectives and strategies that all can subscribe to. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Unified Command is not a new process, or one that is unique to the Incident Command System. The U.S. military has used a similar concept in integrating military services in joint operations for years. In describing Unified Command, an imperfect analogy can be drawn with a United Nations multi-nation military force used to respond to global situations requiring outside intervention.

There are essentially four elements to consider in applying Unified Command:

Policies, Objectives, Strategies

In joint military operations, setting the policy, objectives, and strategy is the responsibility of the coalition of countries operating within the United Nations mandate. In ICS, this responsibility belongs to the various jurisdictional and agency administrators who set policy and are accountable to their agencies. This activity is done in advance of tactical operations, and may be coordinated from some other location than where the direct action takes place.

Organization

In joint military operations, the organization consists of the unified Force Command established at the scene. In ICS, the organization consists of the various jurisdictional or agency on-scene senior representatives (agency incident commanders) operating within a Unified Command structure.

Resources

In joint military operations, resources consist of all of the U.S. armed services, plus various service elements from other countries. In ICS Unified Command, resources are the personnel and equipment supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.

Operations

In joint military operations, after the objectives, strategies and interagency agreements are decided, a single Force Commander is designated to develop tactical action plans and to direct tactical operations. In ICS Unified Command, that person is the incident Operations Section Chief.

In both joint military operations and ICS Unified Command, resources stay under the administrative and policy control of their agencies. However, operationally they respond to mission assignments under the coordination and direction of the Force Commander or Operations Section Chief based on the requirements of the action plan.

While by no means a perfect analogy, it does serve to show how a unified team approach can be successfully implemented.

Unified Command represents an important element in increasing the effectiveness of multi-jurisdictional or multi-agency incidents. As incidents become more complex and involve more agencies, the need for Unified Command is increased.

Advantages of Using Unified Command

Below are the principal advantages of using Unified Command.

- One set of objectives is developed for the entire incident.

- A collective approach is made to developing strategies to achieve incident goals.

- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.

- All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.

- No agency's authority or legal requirements will be compromised or neglected.

- Each agency is fully aware of the plans, actions and constraints of all others.

- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Applications

Several examples below show the use of an ICS Unified Command application.

1. Incidents that impact more than one political jurisdiction.

The classic example is a wildland fire starting in one jurisdiction and burning into the jurisdiction of one or more others. Responding agencies from each jurisdiction all have the same basic mission (fire control), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.

2. Incidents involving multiple agencies (or departments) within the same political jurisdiction.

Hazardous materials incidents provide an example for this kind of a situation. The fire department has responsibility for fire control and rescue, the police department has responsibility for evacuation and area security, and public health agencies and others have responsibility for site clean-up.

Major commercial airplane crashes are another example. Here, the management challenge increases. In one geographical location, fire, law enforcement, health services, the FAA, and others all have legal responsibilities to perform their different missions at the site of the same incident. All may be active at the same time and in the same place. It is the functional role and the legal obligation -- not the geography -- that brings about the multiple involvement.

3. Incidents that impact on (or involve) several political and functional agencies.

These kind of incidents occur with storms, earthquakes, and other major natural disasters, and they present the greatest incident management challenges. In these incidents, large numbers of local, state, and federal agencies become immediately involved. These emergencies cross political boundaries and involve multiple functional authorities. Roles, missions, and responsibilities are all intermixed.

ICS' Unified Command approach to incidents like those just mentioned is a practical and cost-effective solution. By using Unified Command, participating agencies can improve overall incident management and achieve goals in a timely and cost-effective manner.

Primary Features of a Unified Command Organization

- A single integrated incident organization
- Collocated (shared) facilities
- A single planning process and Incident Action Plan
- Shared planning, logistical, and finance/ administration operations
- A coordinated process for resource ordering

A Single Integrated Incident Organization

Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated unified team. The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.

The proper mix of participants in a Unified Command organization will depend on:

1. The location of the incident, which often determines the jurisdictions that must be involved.
2. The kind of incident, which dictates the functional agencies of the involved jurisdiction(s), as well as other agencies that may be involved.

In a multijurisdictional situation, a Unified Command structure could consist of one responsible official from each jurisdiction. In other cases, Unified Command may consist of several functional department managers or assigned representatives from within a single political jurisdiction.

Because of common ICS organization and terminology, personnel from other jurisdictions or agencies can be easily integrated into a single organization.

Collocated (shared) Facilities

By bringing the responsible officials, Command Staffs and planning elements together in a single Incident Command Post a coordinated effort can be maintained for as long as the Unified Command structure is required.

One base can serve the needs of multiple agencies. Similarly, resources from several agencies can be brought together in Staging Areas.

A Single Planning Process and Incident Action Plan

The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident.

One important distinction is the need for every jurisdictional or functional agency's Incident Commander to get together before the first operational period planning meeting in a command meeting.

This meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The agenda for the command meeting should include the following:

- State jurisdictional/agency priorities and objectives.
- Present jurisdictional limitations, concerns, and restrictions.
- Develop a collective set of incident objectives.
- Establish and agree on acceptable priorities.
- Adopt an overall strategy or strategies to accomplish objectives.
- Agree on the basic organization structure.
- Designate the best-qualified and acceptable Operations Section Chief.
- Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.
- Agree on the resource ordering process to be followed.
- Agree on cost-sharing procedures.
- Agree on informational matters.
- Designate one agency official to act as the Unified Command spokesperson.

Command Meeting Requirements

- The Command Meeting should include only agency Incident Commanders.
- The meeting should be brief, and important points should be documented.
- Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items described above, and be prepared to discuss them.

Incident Action Planning meetings will use the results of the Command Meeting to decide on:

- Tactical operations for the next operational period.
- Establishing resource requirements and determining resource availability and sources.
- Making resource assignments.
- Establishing the unified Operations Section organization.
- Establishing combined planning, logistics, and finance/administration operations as needed.

The end result of the planning process will be an Incident Action Plan that addresses multijurisdiction or multi-agency priorities, and provides tactical operations and resource assignments for the unified effort.

Shared Planning, Logistical, and Finance Sections

The Unified Command incident organization can also benefit by integrating multijurisdictional and/or multi-agency personnel into various other functional areas.

For example, in Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction which may in future operational periods have the primary responsibility for these functions. By placing other agency's personnel in the Planning Section's Situation, Resources, and Demobilization Units, there can be significant savings in personnel, and increased communication and information sharing.

In Logistics, a deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support as well as facilitate resource ordering activities. Placing other agencies personnel into the Communications Unit helps in developing a single incident-wide Communications Plan.

Although the Finance/Administration Section often has detailed agency specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.

Unified Command Resource Ordering

An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the Command Meeting.

The Planning Meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off incident resource ordering process.

The resource requirements established at the planning meeting are given to the Logistics Section, which then creates a resource order which is transmitted to one agency's dispatch center to be filled. Some situations may require resource orders to be made to different agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order, and should be avoided when possible.

If the incident is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be pre-designated as a part of the resource order. This will depend upon the prior commitments of the responsible agency officials in the Unified Command meeting. If this information is not known in advance, then it will be up to the individual agency dispatch center receiving the resource order to fill the order based on closest available resources.

Guidelines for the Use of Unified Command

1. Understand ICS Unified Command

It is essential to understand how ICS Unified Command functions. Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required. Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.

2. Collocate Essential Functions

Establish a single Incident Command Post and, as needed, other facilities where all agencies can operate together. Avoid the confusion created by separate command, planning, and logistical setups.

3. Implement an Early Stage of a Multijurisdictional or Multi-agency Incident.

It is essential to begin joint planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be conflicting priorities based on agency responsibilities.

4. Concur on an Operations Section Chief and Other General Staff Members

The Operations Section Chief will normally be from the jurisdiction or agency which has the greatest involvement in the incident, although that is not essential.

The Operations Section Chief should be the most qualified and experienced person available. The selection of the Operations Section Chief must be agreed upon by the Unified Command, as the Operations Section Chief will have full authority to implement the operations portion of the Incident Action Plan. It is also necessary to agree on other General Staff personnel who will be implementing their portions of the Incident Action Plan.

5. If Necessary, Designate One of the Incident Commanders to be a Spokesperson (Operational Period Duty Officer)

The Incident Commanders may see the need to identify one of them to act as an Operational Period Duty Officer and/or spokesperson for the Unified Command.

This can provide a designated channel of communications from General and Command Staff members into the Unified Command. That person does not make Unified Command decisions, but does provide a point of contact as necessary for the General and Command Staffs.

6. Train Often as a Team

Finally, it is important to conduct training exercises in using Unified Command with adjacent jurisdictions and functional agencies whenever possible.

Functioning in Unified Command

Individually and collectively, the designated agency Incident Commanders functioning in a Unified Command have the following responsibilities at an incident:

1. They must be clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.
2. They must be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include:
 - Ordering of additional resources in support of the Incident Action Plan.
 - The possible loan or sharing of resources to other jurisdictions.
 - Agreeing to financial cost-sharing arrangements with participating agencies.
3. The Unified Command has the responsibility to manage the incident to the best of its abilities. This includes:
 - Working closely with the other IC's in the Unified Command.
 - Providing sufficient qualified staff and resources.
 - Anticipating and resolving problems.
 - Delegating authority as needed.
 - Inspecting and evaluating performance.
 - Communicating with their own agency on priorities, plans, problems, and progress.
4. The members of the Unified Command must function together as a team. They must ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command.

There are two distinct levels of coordination:

Coordination with other members of the Unified Command team. It is essential that all participants be kept mutually informed, involved, and consulted.

Coordination with higher authorities, agency administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being competently managed.

Chapter Review Questions

1. In Unified Command, incident objectives, priorities, and strategies are made
 - a) By the agency with greatest jurisdictional involvement
 - b) By the agency that contributes the largest number of resources
 - c) By the agency designated officials working as a team at the scene of the incident
 - d) Depending on the situation, any of the above may direct that process.
2. In Unified Command, tactical resources are managed by
 - a) Each agency's Incident Commander
 - b) The Operations Section Chief
 - c) Command Staff of the Unified Command
 - d) All of the above

3. Unified Command staff may be spread among several Incident Command Posts at an incident.
 - a) True
 - b) False
4. Implementation of the Incident Action Plan in a Unified Command organization is the responsibility of
 - a) Unified Incident Commander
 - b) All members of the General Staff
 - c) Deputy Incident Commander
 - d) Jurisdiction with the greatest responsibility
5. Members of the Unified Command must coordinate with higher authorities and, most importantly, with
 - a) Each other
 - b) Those affected by their decisions or who will be expected to carry out their directives.
 - c) There aren't any higher echelons than Command at an incident
 - d) None of the above

Answers to Chapter Review Questions

1. c. By the agency designated officials working as a team at the scene of the incident, 2. b. The Operations Section Chief, 3. b. False, 4. b. All members of the General Staff, 5. a. Each other

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts mission base staff functions at the planning and jurisdictional levels.

Exercise Scenario

A semi-trailer containing forty 55-gallon drums of potassium chlorate is involved in an accident on State Highway 42 in the City of Drearyville. The truck severely damaged a railroad overpass over the state highway. The driver was killed. There is no fire at the present time, however several of the drums have ruptured and contents are flowing on to the highway and into an adjacent stream.

The State Police have closed the highway in both directions and traffic is rapidly backing up. The Wilson Co. Fire Dept. HAZMAT team is on the scene along with Drearyville fire, police, and public works departments. There are commercial businesses along both sides of the highway, and a trailer park with seventy-five units is located 114 mile east.

Additional Information:

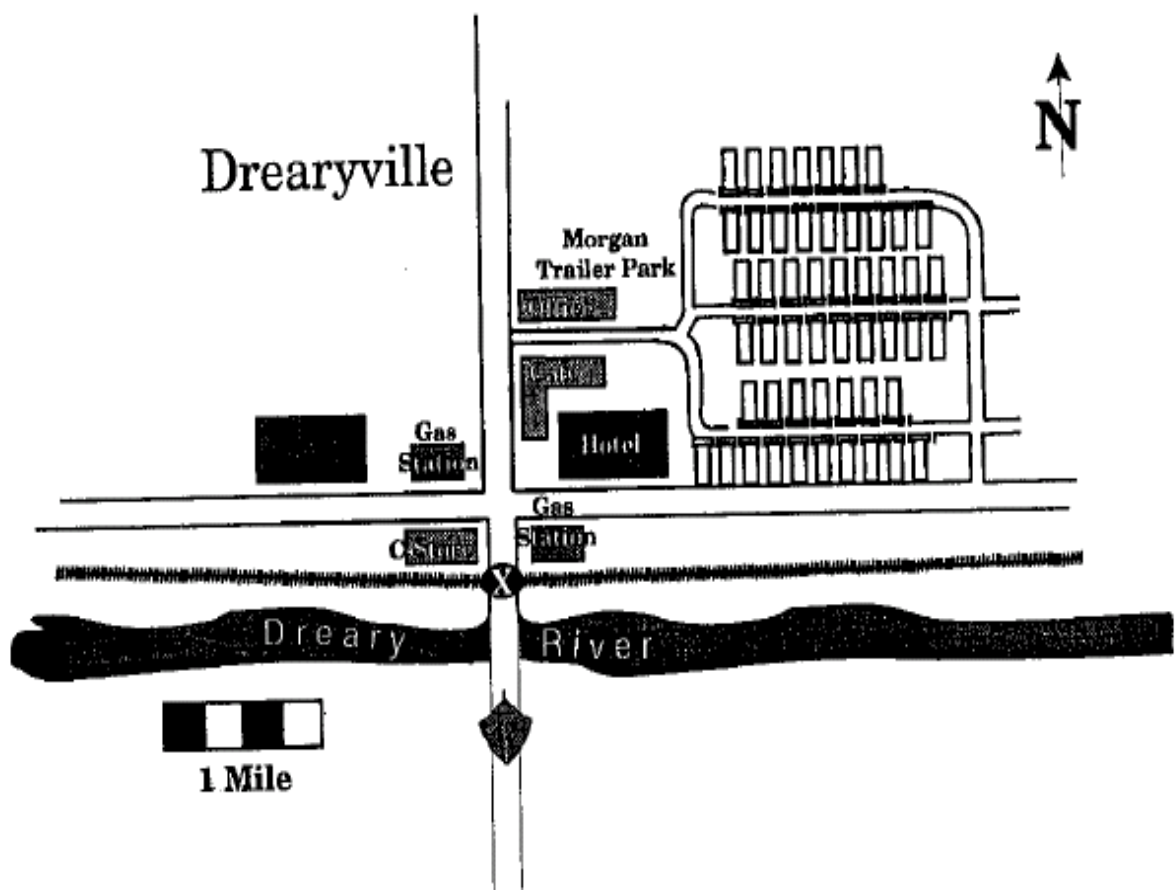
Weather: Temp 65, wind from the SW at 5 mph

Day/Time: 4 p.m. on a Saturday

City, County, and State agencies are not yet in a Unified Command mode, although all are familiar with ICS.

The media is on scene with a helicopter and ground vehicles.

Provide other assumptions and/or ground rules as necessary to all groups.



RESOURCE TABLE FOR USE IN EXERCISE

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES -30 PASS 50 Pass				
COAST GUARD VES				
COMMUNICATIONS UNIT				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE Cos				
FIRE TRUCK Cos				
FIREBOATS				
FOUR WHEEL DRIVES				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

MAJOR INCIDENT MANAGEMENT

OBJECTIVES:

1. List the principal factors often found in, or related to, major and/or complex incidents.
2. List the four expansion options for incident organization, and describe the conditions under which they would be applied.
3. Demonstrate, through an exercise, how to apply the various options related to major or complex incident management.

This module describes how major or complex incidents and events can create special problems related to incident organization. It discusses how anticipating these potential problems can result in increased organizing options for the incident that will lead to more effective management. The module describes several models on how to divide major, single incidents for more effective management.

Problems in Major or Complex Incident Management

Major incidents are infrequent and represent less than ten percent of the total incidents which occur. However they create dramatic spectacles which generate significant management problems.

Taken as a whole, major incidents generally;

- Involve more than one agency (often many).
- May involve more than one political jurisdiction.
- Have the more complex management and communication problems.
- Require more experienced, qualified supervisory personnel.
- Require large numbers of tactical and support resources.
- Cause more injury, death, illness.
- Produce the most damage to property and the environment.
- Have extreme elements of crisis/psychological trauma that diminishes human capacity to function.
- Are longer in duration.
- Are the most costly to control and mitigate.
- Require extensive mitigation, recovery, and rehabilitation.
- Have greater media interest.

Characteristics of Major/Complex Incidents

This module will examine several ways in which ICS can be extended for major or complex incidents. Characteristics of these kinds of incidents can include the following:

- All of the Command and General Staff positions are filled, and a large organization is in place or is developing.
- Most or all of the functional organizational units within sections are needed.
- Divisions/groups are established to geographically facilitate making work assignments.
- The number of Divisions may be such that Operations Section Branches are needed to reduce span of control.
- Multiple operational periods are probably required.
- There will be a transition to a more qualified Incident Commander, and the most qualified personnel will be used throughout the organization.
- Other agencies or jurisdictions will be assisting.
- Written action plans will be required.
- Operations personnel may exceed several hundred per operational period.
- Costs associated with maintaining the incident are high.

Major incidents are clearly the exception. It is likely that most incident managers may never deal with incidents so major or complex that they require taking one or more of the measures described in this module.

However, because major and complex incidents do occur, it is necessary to develop and to describe the ways in which the

Incident Command System can be effectively used in these kinds of situations. ICS has great versatility. Some of the examples of that are described in this module.

Major Incident Management Organizations

Primary factors in determining the size of the overall organization will be:

- Administrative and jurisdictional complexity.
- Geographical area involved.
- Span of control considerations. This includes span of control in Operations as well as all other organizational elements.
- Functional specialties required.
- Incident logistical, planning; and other support needs.
- Potential for growth.

Using a recommended span of control guideline of a 5 to 1 reporting ratio, an Operations Section could have up to five branches. Each branch could have up to five divisions/groups. Each division/group could have task forces or strike teams assigned. This is the preferred method of assembling resources. The actual number of personnel would be determined by the kinds of task forces and or strike teams involved.

Example:

A division on a wildland fire incident could be a mixture of resources including hand crews, engines, and bulldozers. If these resources were formed into strike teams as shown below, the total personnel complement for the division could be 130 personnel.

Example Division (wildland fire model)

Personnel

3 Hand Crews Strike Teams	108
1 Bulldozer Strike Team	6
1 Engine Strike Team	16

Extending this same configuration across a twenty-five division/group incident, the total Operations Section personnel could exceed 3000 personnel for each operational period.

Obviously, this is an extreme example, however it gives an indication of the flexibility of ICS to accommodate a very large combination of resources if necessary. If the span of control guideline was increased to 1 to 6 or 1 to 7, which would still be within acceptable limits, the organization could be much larger.

While the standard ICS structure is adaptable to meet the needs of most major incidents, not all situations are alike. Other forms of ICS organization may be needed to meet extraordinary situations.

The management principles that relate to ICS are important, however, it is also important that the system work effectively to meet the needs of the incident. On major and/or complex incidents this may require tailoring the organization to meet the needs of the situation.

Agencies faced with the possibility of having to manage very major incidents have several options available to them under ICS. Four of these will be described:

- Multiple incident management with a single ICS organization (an Incident Complex).
- Dividing a single incident into two (or more) incidents.

Expanding the ICS planning capability for incidents.
Expanding the ICS organization to accommodate a second Operations or Logistics Section.

Another example of major incident management is the use of Area Command. Area Command differs from the above examples in that it is another organization established over two or more incidents, to ensure inter-incident coordination. Area Command is covered in Module 15.

Incident Complex - Multiple Incident Management with a Single ICS Organization

An Incident Complex is two or more individual incidents located in the same general proximity which are assigned to a single incident management team or unified command to facilitate management.

When an Incident Complex is established over several individual incidents, the general guideline is that the previously identified incidents would become branches within the Operations Section of the Incident Complex structure.

If any of the incidents within an Incident Complex has major potential, it is best to establish it as a separate incident and utilize Area Command.

Examples where an Incident Complex may be used:

An earthquake, tornado, flood, etc., situation where there are many separate incidents occurring close together.

Several separate fires are burning in close proximity to one another.

One incident is underway with an ICS management team assigned, and other smaller incidents occur in the same proximity.

Considerations for the use of a complex

A complex may be managed under a single or a unified command.

The incidents are close enough to be managed by the same incident management team.

Some staff and/or logistical support economies could be achieved through a combined management approach.

The number of overall incidents within the jurisdiction requires consolidations wherever possible to conserve staff and reduce costs.

Planning, Logistical, and Finance/ Administration activities can be adequately provided to the Incident Complex from a single management team.

As a general guideline, it is usually advisable to establish each of the separate incidents within an Incident Complex as a branch. This provides more potential for future expansion if required.

The reason for this is that more flexibility is then available within each branch to later establish divisions or groups if required. Also, because divisions and groups may already have been established at each of the incidents, the same basic structure can be carried on.

Dividing a Single Incident into Two Incidents

Some incidents become so large that they could best be managed as separate incidents. Examples of these could include:

An incident has spread into another jurisdiction(s) and can best be managed separately. For example, flooding situations which continue to expand into downstream low-lying areas. Unified Command would still be the first choice, but may not always be the only solution.

Earthquake and wildland fire situations where terrain and access considerations have an affect on operational or logistical mobility, and the ability to manage from one location.

HAZMAT or major spill situations which affect both an initial location and expand to affect other areas.

Incidents which are naturally separating or where there are clearly different objectives.

If only one of the principal ICS sections is overtaxed then one of the other examples discussed below might be used. However, if two of the principal sections are overtaxed due to the size of the incident, then the incident should be divided into two incidents. An example of this would be when:

The Planning Section can no longer adequately provide planning services. This would be because of the size of the incident or because of the varying objectives and strategies needed, and just adding people to the staff is not the answer.

The Logistics Section can no longer, or will soon not be able to, serve the widespread facilities and operations from a single incident base.

At this point, the Incident Commander, (or Unified Command) in consultation with the jurisdictional agencies involved, could recommend that the incident be divided into two separate incidents.

Each of these would have its own name and separate incident management team.
The following steps are required:

A decision would be reached on how best to divide the incident. This could be done in several ways, depending upon:

- Terrain and access considerations.
- Locations of future resource and logistical support.
- Jurisdictional/administrative boundaries.
- Current Operations Section structure (branches, divisions, etc.).

Incident Commanders and the Command and General Staff would be selected for each incident. Supporting organization facilities, location, etc., would be designated.

An appropriate time would be designated for establishing two separate incidents with individual names. The two incident management organizations could be directed to coordinate planning strategies and the use of critical resources between the incidents for at least the next operational period.

An Area Command could be established to assist in overall coordination.

Expanding the ICS Planning Capability for Incidents

Expanding the planning capability at an incident can take several forms. Two examples will be used.

I. Branch Tactical Planning

If the incident becomes so large that there is no logical set of objectives that pertain to the entire incident, or if the preparation and/or distribution of the Incident Action Plan could not be feasibly accomplished within the required timeframe, then a modified planning structure could be adopted.

The solution would be to have detailed action planning done at the operations branch level. To accomplish this the Planning Section could provide the following to each Operations Section branch:

- General incident objectives
- Strategy for the branch for the next operational period
- Branch resource summary for the next operational period
- Weather and safety information
- Any changes to logistical support
- Personnel to support planning as required

With this information, individual branches can perform detailed action planning. The Planning Section would have to ensure that necessary interbranch coordination took place wherever necessary.

Additional resource requirements over those authorized would have to be made known to the Operations Section Chief.

A modification to this model could be accomplished by designating only certain branches, e.g., those with less complex situations, as branches that would perform branch action planning. Other branches would continue under a central planning structure.

In either case, the Planning Section would provide each branch doing individual branch planning with the required support in terms of personnel and other support resources to get the planning accomplished.

2. Advance Incident Planning (Contingency Planning)

One of the functions of the Planning Section is to assess all available intelligence and to provide periodic predictions on incident potential.

On very major or complicated incidents, and for incidents that require extensive planning for each operational period, it is often difficult to find the personnel or the time to take a long-range look at the future incident planning needs.

A solution to this is for the Planning Section Chief to designate staff to concentrate only on advance planning.

The ways this can be accomplished are

- Assign a Deputy Planning Section Chief the advance planning function. Provide staff as necessary.

- Assign a Technical Specialist(s) to perform the function.

- Establish a special unit within the Planning Section to handle advance planning.

Incident advance planning should look ahead at least 36-72 hours. The staff responsible for advance planning should use the following as they consider the long-range future of the incident:

- Overall goal and incident objectives

- Previous and present operational period plans adequacy

- Future agency and mutual-aid resource availability

- Strategy assessment and alternatives

- Environmental factors (terrain, weather, etc.)

- Organizational assessment and alternatives

- Political issues

- Economic issues

- Long-term recovery/rehabilitation needs

The goal of this advance planning effort should be to provide the Planning Section Chief and the Incident Commander or (Unified Command) with a range of alternatives related to management of the incident beyond the next operational period.

Expanding the ICS Organization to Accommodate Another Operations Section or Logistics Section.

While not likely, it is possible to establish a second Operations or Logistics Section within a single incident.

1. A Second Operations Section

This model describes a major incident where the sheer volume of resources required means that the Operations Section cannot be further expanded without exceeding ICS span of control guidelines.

Examples:

- Earthquakes, hurricanes, tornadoes, and floods covering several political jurisdictions.

- Major wildland fire that continues to expand.

- Major (foreign substance) spill in a waterway.

As indicated earlier, the size of the Operations Section is determined by the composition of resources within each division or group.

If the organization has grown to the point where it is not desirable to expand the Operations Section further, a second Operations Section could be established.

Major steps should include:

- Ensuring that other Command and General Staff functions can adequately support the expansion.
- This could require establishing a Deputy Incident Commander for Operations to provide management supervision over the two Operations Section Chiefs.
- Ensuring that adequate incident action planning can be accomplished.
- Ensuring that Logistics, Facilities, and Communications are adequate to support the additional section.
- Establishing the second Operations Section at the beginning of an operational period.
- Ensuring that all incident supervisory personnel are aware of the expanded organization.

This situation may arise when the incident is already operating under Unified Command. Unified Command is not a requirement however.

The Deputy Incident Commander for Operations (if established) has the responsibility to ensure that all aspects of the original and the additional Operations Section are fully coordinated with each other and with other sections.

The Deputy Incident Commander for Operations is normally collocated with the Incident Commander at the Incident Command Post.

Separate staging areas are established to support each operations section.

Depending upon the nature of the incident and the use of aircraft, one Air Operations Branch could be designated to serve both sections.

This requires separate airborne coordinators for each section who communicate with each other. It also requires ensuring that the Air Support Group can provide the necessary support.

An alternative approach, again depending upon the nature of the incident, would be to establish separate Air Operations branches for each section.

A single incident helibase could serve both sections. Separate helispots would be designated for each section.

2. A Second Logistics Section

If an incident were so large geographically that it would not be possible for the Incident Base or off-site suppliers to support the required number of camps and other incident logistical needs, it may be necessary to establish another Logistics Section to support one part of the incident.

In this situation, an incident base for each Logistics Section could be established. Additional camps supported by that base could be established.

At this point, a Deputy Incident Commander for Logistics could be added to the command structure if necessary to ensure coordination of the two logistics efforts.

The Deputy IC for Logistics would normally function from the Incident Command Post. The Deputy IC would ensure that all necessary coordination was taking place between the two Logistics Sections.

Major steps to establish a second Logistics Section include:

- Ensuring that Command and General Staff functions can adequately support the expansion.
- This may, require designating a Deputy Incident Commander for Logistics. This person will provide management supervision over the two logistics section chiefs.

Ensuring that adequate incident action planning can be accomplished. A new Incident Action Plan would be required to reflect these changes.

Establishing the second Logistics Section at the beginning of an operational period.

Ensuring that all incident supervisory personnel are aware of the expanded organization.

Chapter Review Questions

1. Incidents get to be major by
 - a) Starting as major incidents
 - b) Growing into or becoming major incidents
 - c) Both A and B above
 - d) Neither A nor B above
2. The span of control ratio is normally ___ to 1. It should not exceed ___ to 1.
 - a) 1; 3
 - b) 3; 5
 - c) 5; 7
 - d) 7; 9
3. It is recommended that separate incidents within a complex be established as
 - a) Branches
 - b) Sections
 - c) Segments
 - d) None of the above
4. An Incident Complex must be run using Unified Command.
 - a) True
 - b) False
5. When an incident becomes so large that no logical set of objectives pertains to the entire incident, it is recommended that
 - a) Another Planning Section be added
 - b) Increased action planning take place at the Branch level
 - c) It be divided and staff assigned to negotiate the second incident
 - d) All of the above

Answers to Chapter Review Questions

1. c. Both A and B above, 2. c. 5; 7, 3. a. Branches, 4. b. False, 5. b. Increased action planning take place at the Branch level

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts mission base staff functions at the jurisdictional and political level.

Small Group Exercise

In this exercise, we will examine how separate incidents could be brought into a single ICS management structure called an Incident Complex.

Two scenarios are offered. Scenario A covers an earthquake, tornado, or hurricane situation which has affected the jurisdiction. Scenario B covers wildland fires.

In small groups, develop an Incident Complex organization. Address the questions accompanying the scenarios.

Give a briefing on your organization.

Exercise Scenario A:

A major portion of the city has been affected by the _____. Three incidents are reported within a two block area. Initially, each of these was designated as an individual incident and resources were separately assigned to each.

Incident A: Damage to a hospital requiring evacuation, search and rescue, and relocation of 50 persons.

Incident B: Fire and possible HAZMAT situation at a commercial chemical storage facility.

Incident C: Partial collapse of a roof in an open supermarket. Persons injured and looting is taking place.

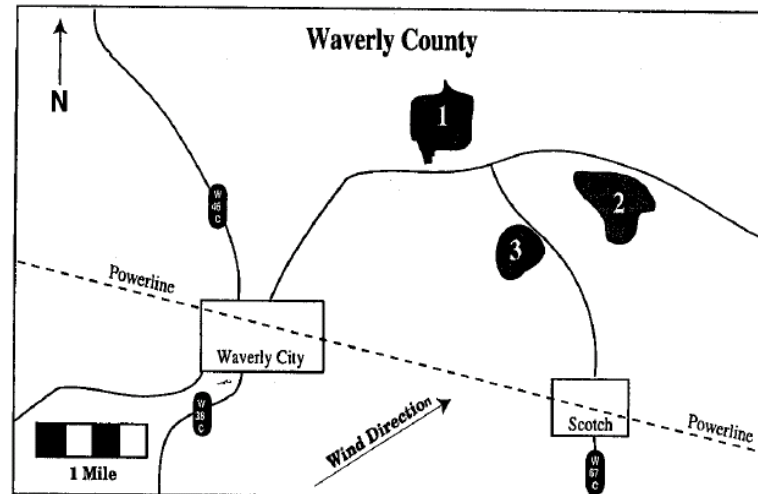
Because of the large number of simultaneous incidents throughout the community, the City Emergency Operations Center (EOC) has directed that one incident management team assume on-scene responsibility for all three of these incidents.

The most qualified Incident Commander is currently located at Incident B.

Task: Develop the incident organization structure for this Incident Complex.

Address the following questions in small groups.

1. What would the overall organizational structure look like?
2. How would the Operations Section be set up to address these problems? Should it be functional, geographic, or both?
3. How would Staging Areas be handled?
4. How would incident action planning be done?
5. How would the Command Staff positions be established?
6. How could Air Operations best be managed?
7. What are the two or three major problems you would have in operating either one or both of these incidents as Incident Complexes?



Exercise Scenario B

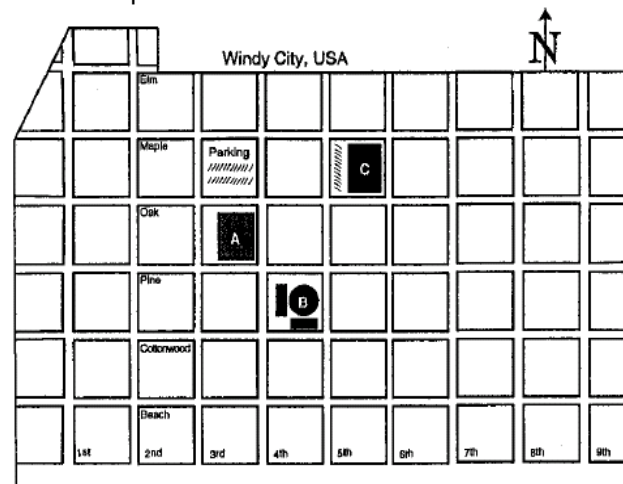
A wildland fire (1) was initially reported. Resources were dispatched. Within 30 minutes two additional fires (2, 3) were reported. Additional units were dispatched.

Because of the high fire danger, and the shortage of qualified personnel to manage these incidents, the jurisdictional agency designated these three incidents as an Incident Complex. The Incident Commander for incident #1 was made the Incident Complex Commander.

Task: Develop the incident organization structure for this Incident Complex.

Address the following questions in small group settings.

1. What would the overall organizational structure look like?
2. How would the Operations Section be set up to address these problems?
Should it be functional or geographic, or both?
3. How would Staging Areas be handled?
4. How should incident action planning be done?
5. How would the Command Staff positions be established?



6. How could Air Operations best be managed?
7. What are the two or three major problems you would have in operating either one or both of these incidents as Incident Complexes?

RESOURCE TABLE FOR USE IN EXERCISE

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES –30 PASS 50 Pass				
COAST GUARD VES				
COMMUNICATIONS UNIT				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE Cos				
FIRE TRUCK Cos				
FIREBOATS				
FOUR WHEEL DRIVES				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

AREA COMMAND

OBJECTIVES:

1. Define Area Command.
2. Identify differences between Area Command, Unified Command, Multi-agency Coordination Systems, and Emergency Operations Centers (EOCs).
3. List the principal advantages of using Area Command.
4. Describe how, when, and where Area Command would be established.
5. Describe the Area Command organization.
6. Identify six primary functional responsibilities of Area Command.
7. Working with a simulated scenario, develop an Area Command organization.

The module describes why, when, where, and how Area Command is established, and the organization, facilities, and communications required. It covers the organizational relationships between Area Command and incidents, and between Area Command and jurisdictional authorities. The demobilization process under an Area Command organization is described.

Description of Area Command

Area Command is an organization established to:

1. Oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or
2. To oversee the management of a very large incident that has multiple Incident Management Teams assigned to it.

Area Command is used when there are a number of incidents generally in the same area, and often of the same kind. For example, two or more HAZMAT spills, fires, etc. It is usually these kinds of incidents that may be vying for the same resources.

When incidents are of different kinds and/or do not have similar resource demands, they would usually be handled as separate incidents or would be coordinated through an EOC.

If the incidents under the authority of the Area Command are multijurisdictional, a Unified Area Command should be established. This allows each jurisdiction to have representation in the Area Command.

Terminology Related to Area Command

Experience has demonstrated that there is often confusion in how terminology is used and applied. For purposes of this module, it is important to remember the following:

A more detailed coverage of Multi-agency Coordination and EOCs will be presented in Module 16 on Multi-agency Coordination.

Responsibility

For the incidents under its authority, Area Command has the responsibility to:

- Set overall agency incident-related priorities.
- Allocate critical resources based on priorities.
- Ensure that incidents are properly managed.
- Ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.

Reporting Relationships

When Area Command is established, Incident Commander(s) for the incidents under the authority of the Area Command will report to the Area Commander. The Area Commander is accountable to the agency or jurisdictional executive or administrator.

If one or more of the incidents within the Area Command are multijurisdictional, a Unified Area Command should be established. Incident Commanders would report to the Unified Area Commander for their jurisdiction.

The Use of Area Command

Major natural disasters such as earthquakes, floods, fires, or major storms create a large number of incidents affecting multijurisdictional areas. Due to their size and potential impact, these incidents provide an appropriate environment for the possible use of Area Command.

The most common situations in which Area Command has been used are for wildland fires. Area Command was also used in response to the Exxon Valdez oil spill.

The Need for Area Command

In situations where multiple incidents are occurring, the use of an Area Command makes the jobs of Incident Commanders and Agency Executives easier for the following reasons:

Much of the inter-incident coordination normally required of each IC will be accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their incident management teams to focus their attention on their assigned incident.

Area Command sets priorities between incidents and allocates critical resources according to priorities established by the Agency Executive.

Area Command helps the Agency Executive by ensuring that agency policies, priorities, constraints, and guidance are being made known to the respective Incident Commanders.

Area Command also reduces the workload of the Agency Executive, especially if there are multiple incidents going on at the same time.

Establishing Area Command

It is best to be proactive when considering the use of Area Command. Area Command should be established for like incidents in the same proximity to ensure that conflicts do not arise. Often, agency dispatchers will recognize inter-incident coordination problems first.

It may take some hours to establish the Area Command. If facilities and communication systems exist that can be used, e.g., at a jurisdictional EOC, then the time needed to set up the Area Command may be reduced.

Some criteria for using Area Command are:

Several major or complex incidents of the same kind are in close proximity.

Critical human or property values are at risk due to incidents.

Incidents will continue into the next operational period.

Incidents are using similar and limited critical resources.

Difficulties are encountered with interincident resource allocation and coordination.

Area Command is established by the Agency Executive.

When Area Command is activated, an Area Commander will be designated and given appropriate delegated authority.

The authority given to the Area Commander should be written as a Delegation of Authority statement. This will eliminate confusion and provides the Area Commander with authority to oversee the management of the incidents.

Depending upon the agencies and incidents involved, the Area Command may issue delegation of authority or re-delegations to the respective Incident Commanders. This will help to ensure that Agency direction is made clear to all parties.

If the incidents under the Area Command are in adjacent jurisdictions, then a Unified Area Command should be established. The following could apply to either an Area Command or a Unified Area Command.

1. Incident Commanders covered by the Area Command must be notified that an Area Command is being established.

2. The Area Command team should consist of the best-qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have experience in, and are qualified to oversee, complex incident situations.

3. The Area Command organization operates under the same basic principles as does the Incident Command System.

4. The Area Command organization should always be kept as small as possible. Area Command organizational positions could consist of:

The Area Commander and, only as necessary:

- Area Command Logistics Chief

- Area Command Planning Chief

- Area Command Critical Resources Unit Leader

- Area Command Situation Unit Leader

- Area Command Information Officer

- Area Command Liaison Officer to help in maintaining off-incident interagency contacts

It is important to remember, that Area Command does not in any way replace the incident level ICS organizations or functions. The above positions, if established, are strictly related to Area Command operations. The Area Commander will establish specific duties and responsibilities.

Incident Commanders under the designated Area Commander are responsible to, and should be considered as part of, the overall Area Command organization. They must be provided adequate and clear delegation of authority.

Technical Specialists can be added to the Area Command organization. This will depend on the kinds of incidents involved. Technical Specialists at the Area Command would provide specific information and expertise relating to their specialty.

For example, in incidents involving use of aircraft, and where hazardous materials are involved, it may be useful to have the following specialists assigned to the Area Command team:

- Aviation Specialist

- Hazardous Materials Specialist

- Environmental Specialist

- Communications Specialist

The responsibilities of the principal Area Command functional elements are presented in checklist form at the end of this module.

The Location for Area Command

The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. This will make it easier to have meetings and direct contact between the Area Commander and Incident Commanders.

It is best not to collocate Area Command with one of the incidents. Doing so might cause confusion with that incident's operations, and it could also be seen by other incidents as adding status to that single incident.

The facility used to house the Area Command organization should be large enough to accommodate a full Area Command staff, and have the capability to accommodate meetings between the Area Command Staff, Incident Commanders, Agency Executive(s), and with news media representatives.

Jurisdiction EOC facilities may be used for Area Command facilities if they are located reasonably close to the incidents.

Some of the criteria that should be considered when selecting an Area Command facility include:

- Close proximity to incidents (but not at an ICP).
- Sufficient size (for staff, displays, and conferences).
- Capable of continuous operation.
- Adequate communications facilities (telephones, FAX, computer connections).
- Availability of backup power.
- Capable of supporting radio communications to incidents and agency offices.
- Adequate and secure parking.
- Near commercial sources of support for food and lodging.

If radios are a primary means of communication, the Area Command facility should have line of sight coverage to Incident Command Posts or to repeaters serving those incident facilities. The facility should allow for suitable locations to temporarily install rooftop radio antennas.

Primary Functions of Area Command

Because of the use and proven value of Area Command, considerable work has gone into describing how Area Command should function.

Area Command has six primary functions. Each will be briefly discussed:

- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints related to the incident among Incident Commanders.
- Establish critical resource use priorities between various incidents based on incident needs and agency policy and direction.
- Ensure appropriate incident management team personnel assignments and organizations for the kind and complexity of the incidents involved.
- Maintain contact with officials in charge, assisting and cooperating agencies, and other interested groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.

Provide effective agency or jurisdictional management authority for assigned incidents.

If the incidents are multijurisdictional, a Unified Area Command should be established.

Upon assignment, the Area Commander should arrange a meeting with the agency/jurisdiction executive to obtain the Delegation of Authority and receive agency/jurisdiction policy, objectives, limitations, and constraints. At this time, the Area Commander should determine the following:

1. General situation
2. Incidents assigned
3. Jurisdictional delegation of authority
4. Assumption of command timing and notifications procedure
5. Names and qualifications of assigned Incident Commanders
6. Incidents operating under Unified Command
7. Limitations on the Area Commander's authority over Incident Commanders (should be in the Delegation of Authority)
8. Incident Action Plans available
9. Policies, political factors, or other constraints
10. Agency advisor assigned
11. Area Command facility designated
12. Status of communications systems to incidents and agency/jurisdictional headquarters
13. Critical resource designations
14. Policy and expectations for interaction with the media
15. Area Command reporting responsibility to agency
16. Schedules for required briefings and contacts

The Area Commander has the authority and the responsibility to do the following for incidents within the Area Command:

- Set overall objectives
- Establish priorities
- Allocate/reallocate critical resources

This should be done by working in cooperation with the agency/jurisdictional executive and the assigned Incident Commanders.

The Area Commander should allow the respective Incident Commanders as much latitude as possible in implementing their respective Incident Action Plans.

Ensure that Incident Commanders have a clear understanding of agency expectations, intentions, and constraints related to the incidents.

It is possible that the assigned Incident Commanders may not have had a full briefing on agency/jurisdictional expectations related to their incidents prior to the time that Area Command is established.

Some incidents operating under an Area Command may be multi-agency and/or multijurisdictional, and may have a Unified Command structure in place.

If this is the case, then the Area Command should also be a Unified Area Command. This will require full jurisdictional representation at the Area Command.

It is essential that all parties are clear on agency/jurisdictional expectations, intentions, and environmental and political constraints. Some considerations are:

Area Command will normally be established after incident management teams are in place on the various incidents.

It is likely that the Incident Commanders have already developed objectives, strategies, and Incident Action Plans.

The Area Commander must rapidly assess the situation for each incident and ensure that incident action planning is addressing the priorities and direction set by the Agency Executive.

The Area Commander should establish, in writing, priorities related to assigned incidents, based upon Agency Executive directions and other available information.

This information should be part of the written delegation of authority coming to the Area Commander from the Agency Executive.

The Area Commander should also develop procedures to be followed. These procedures should be reviewed with the respective Incident Commanders. These could include such things as:

- Incident and agency/jurisdictional priorities
- Priorities for assignments of critical resources
- Schedules of meetings and briefings
- Reports, and Incident Action Plans
- Points of contact with Agency Executives
- Media relations and contact procedures
- Unusual situation or emergency procedures reporting
- Demobilization procedures

The Area Commander should have an initial joint meeting with Incident Commanders at one location.

The meeting should follow a prescribed format. The agenda for this meeting should:

- Obtain concise individual incident briefings.
- Explain the role and responsibilities of an Area Commander.
- Review the general policy and direction for the incidents as stated by the Agency Executive.
- Resolve any conflicts that may exist between Agency Executive policy and situations at the incidents.
- Review appropriate procedures as outlined above.
- Be open for questions.

Collect available Incident Action Plans and any other essential documentation.

The Area Commander must ensure that all appropriate decisions and procedures are made clear to agency dispatchers and any other organizations involved in the Area Command.

Concerns or unresolved issues brought up at the meeting should immediately be discussed with Agency Executive(s). These could include environmental issues, cost concerns, etc.

Establish priorities among various incidents based on incident needs and agency policy and direction.
When two or more incidents are competing for critical resources and services, someone must make quick decisions based on an objective analysis of the total situation.

Establishing priorities is one of the most important functions an Area Commander performs. The intent is to establish critical priorities for the common good of the total situation.

There are three different types of priorities that Area Command may need to establish:
Priorities among incidents (often related to the life and property values at risk)
Priorities related to allocating critically needed resources
Priorities related to demobilization

Incident Commanders must acknowledge the requirement to establish critical priorities by an Area Command.

Incident Commanders may not always concur with Area Command decisions on priorities and critical resource allocations.

Therefore, it is essential that each Incident Commander understand that the ability to obtain critical resources and services is balanced with the priorities established for that incident.

It is also essential that Incident Commanders understand that they may have to adjust incident strategies, tactical objectives, and resource assignments due to the lack of critical resources during a given operational period.

Ensure that incident management team personnel assignments and organizations are appropriate to the kind and complexity of the incidents involved.

The Area Commander is responsible for the overall management of the assigned incidents. It is essential that appropriate assignments of personnel be made within the respective incident organizations.

At the earliest opportunity, the Area Commander should review with the Incident Commanders their respective organizations and primary position personnel assignments.

The Area Commander can recommend or make appropriate changes and shifts in personnel assignments as necessary. Sometimes one incident may have personnel assigned which would be better suited to another incident.

Determine with Incident Commanders if aviation procedures and temporary flight restrictions are adequate, and if any changes should be made to air operations to provide better overall support to the incidents operating in the Area Command.

Maintain liaison with officials in charge, assisting and cooperating agencies, and other interested groups.
This function, if accomplished at the Area Command, may reduce the level of coordination that individual Incident Commanders and Command Staffs must perform, and will increase the flow of information to all interested parties.

There are three major coordinating services that the Area Command should perform.

1. Between Agency/Jurisdictional Executives and Incident Commanders

Once an Area Command or a Unified Area Command is established, contact between Agency/Jurisdictional Executives and the respective incidents should be channeled through the Area Command. This will ensure a proper chain of command, and help to eliminate mixed signals or confusion.

2. Between Area Command, Incidents, and Assisting and Cooperating Agencies
Agencies who are assisting and/or cooperating on more than one of the incidents but are not part of the Command could, if necessary, provide representatives to the Area Command. These representatives should be fully integrated into the Area Command organization as Agency Representatives.

3. Between the Media and the Incidents
Media relations will be especially important in an Area Command setting. Incidents of significant size or scope are likely to attract tremendous media attention.

The Agency or Jurisdiction Executive should establish a policy with the Area Commander for handling the media. These decisions should be passed on to Incident Commanders and Information Officers.

One solution related to keeping the media informed is to schedule periodic media briefings at the Area Command facility location which will update the situation for all incidents. Information Officers from the various incidents can provide the updates and schedule future media tours as appropriate.

Coordinate the Demobilization of Assigned Incidents

The Area Command involvement in the demobilization process is important. Area Command does not demobilize resources directly. The role of Area Command is to coordinate the demobilization of critical resources with the respective incidents.

A primary purpose of Area Command is to ensure that critical personnel and equipment resources being released from demobilizing incidents can be made available to other active or growing incidents. Another purpose is to ensure that transportation resources and other services are not being duplicated.

Resources from an agency or jurisdiction-which may have been divided to support other incidents can be consolidated prior to departure.

It is essential that the Area Command establish procedures with the Incident Commanders and agency dispatch centers to coordinate the demobilization of designated resources with the Area Command.

Demobilization planning will start at the incident level. The role of Area Command is to identify to the respective Incident Commanders what the priorities will be for demobilization, and what, if any, critical resources will be required to move to other assignments.

This information should be provided to the Incident Commanders in the form of a list which describes the critical resources, and provides instructions on clearing those resources with Area Command before demobilization. Some agencies have developed forms for this purpose.

Given this information, incident level demobilization planning can proceed. Incidents should provide copies of their demobilization schedules to the Area Command prior to actual demobilization and wait for approval.

Area Command Primary Function Responsibilities

The following checklists cover the major activities and responsibilities of three primary Area Command positions.

Area Commander (Unified Area Command)

The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal, and volunteer assisting and/or cooperating organizations.

Checklist of Actions:

These actions will generally be conducted in the order listed:

Obtain briefing from the Agency Executive(s) on agency expectations, concerns, and constraints.

Obtain and carry out delegation of authority from the Agency Executive for overall management and direction of the incidents within the designated Area Command.

If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.

Delegate authority to Incident Commanders based on agency expectations, concerns, and constraints.

Establish an Area Command schedule and timeline.

Resolve conflicts between incident "realities" and Agency Executive "wants."

Establish appropriate location for the Area Command facilities.

Determine and implement an appropriate Area Command organization. Keep it manageable.

Determine need for Technical Specialists to support Area Command.

Obtain incident briefing and Incident Action. Plans from Incident Commanders. (As appropriate.)

Assess incident situations prior to strategy meetings.

Conduct a joint meeting with all Incident Commanders.

Review objectives and strategies for each incident.

Periodically review critical resource needs.

Maintain a close coordination with the Agency Executive.

Establish priority use for critical resources.

Review procedures for interaction within the Area Command.

Approve Incident Commanders' requests for and release of critical resources.

Coordinate and approve demobilization plans.

Maintain log of major actions/decisions.

Area Command Planning Chief

The Area Command Planning Chief is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts in establishing incident objectives, strategies, and the priority use of critical resources.

Checklist of Actions:

Obtain briefing from Area Commander.

Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.

Recommend the priorities for allocation of critical resources to incidents.

Maintain status on critical resource totals. (not detailed status).

Ensure that advance planning beyond the next operational period is being accomplished.

Prepare and distribute Area Commander's decisions or orders.

Prepare recommendations for the reassignment of critical resources as they become available.

Ensure demobilization plans are coordinated between incident management teams and agency dispatchers.

Schedule strategy meeting with Incident Commanders to conform with their planning processes.

Prepare Area Command briefings as requested or needed.

Maintain log of major actions/decisions.

Area Command Logistics Chief

The Area Command Logistics Chief is responsible for providing facilities, services, and materials at the Area Command level, and for ensuring effective use of critical resources and supplies among the incident management teams.

Checklist of Actions:

Obtain briefing from the Area Commander.

Provide facilities, services, and materials for the Area Command organization.

Ensure coordinated airspace temporary flight restrictions are in place and understood.

Ensure coordinated communication links and frequencies are in place.

Assist in the preparation of Area Command decisions.

Ensure the continued effective and priority use of critical resources among the incident management teams.

Maintain log of major actions/decisions,

AREA COMMAND

INCIDENT COMMAND SYSTEM	UNIFIED COMMAND	AREA COMMAND	MULTI AGENCY COORDINATION SYSTEM (MACS)	EMERGENCY OPERATIONS CENTER (EOC)
The management system used to direct all operations at the incident scene. The Incident Commander (IC) is located at the Incident Command Post (ICP) at the incident scene.	An application of ICS that is used when more than one agency has incident jurisdiction. Agencies work together through their designated Incident Commanders at a single ICP to establish a common set of objectives and strategies and a single Incident Action Plan.	Establish as necessary to provide command authority and coordination for two or more incidents in close proximity. Area Command works directly with Incident Commanders. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some other location other than the ICP.	An active or formal system used to coordinate resources and support between agencies or jurisdictions. A MAC Group functions within the MACS. MACS interact with agencies or jurisdictions, not incidents. MACS are useful for regional situations. A MACS can be established at a jurisdictional EOC or at a separate facility.	Also called Expanded Dispatch, Emergency Command and Control Centers, etc. EOCs are used in varying ways at all levels of government and private industry to provide coordination, direction, and control during emergencies. EOC facilities can be used to house Area Command and MAC activities as determined by agency or jurisdictional policy.

DIFFERENCE, BETWEEN MAC GROUPS AND AREA COMMAND

MAC GROUP	AREA COMMAND
Expansion of the off-site coordination and support system.	Expansion of the on-site command function of the Incident Command System.
Members are agency administrators or designees from the agencies involved or heavily committed to the incident.	Members are the most highly skilled incident management personnel.
Organization normally consists of the MAG Group (agency administrations), MAC Group Coordinator, and the intelligence and information support staff.	Organization generally consists of an Area Commander, Area Command Planning Section Chief, and an Area Command Logistics Section Chief.
Is the agency administrator or designee	Is delegated authority for specific incident(s) from the agency administrator.
Allocate and reallocate critical resources through the dispatch system by setting incident priorities.	Assign and reassign critical resources allocated to them by MAC or the normal dispatch system organization.
Make coordinated agency administrator level decisions on issues that affect multiple agencies.	Ensure that incident objectives and strategies are complementary between Incident Management Teams under their supervision.

Chapter Review Questions

1. Area Command is established by
 - a) Incident Commanders
 - b) The Unified Command
 - c) Agency Executives
 - d) Any jurisdictional police or fire official
2. The Area Commander must personally review all Incident Action Plans to ensure that they follow the priorities and objectives established by the Agency Executive.
 - a) True
 - b) False
3. Whenever possible, the Area Command should be established at the Incident Command Post of the largest Incident.
 - a) True
 - b) False
4. Technical Specialists initially assigned to the Area Command will always be reassigned to appropriate incidents.
 - a) True
 - b) False
5. It is mandatory that a local Agency Representative be assigned to provide agency support to an Area Command.
 - a) True
 - b) False

Answers to Chapter Review Questions

1. c. Agency Executives, 2. a. True, 3. b. False, 4. b. False, 5. b. False

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts mission base staff functions at the jurisdictional and political level.

Small Group Exercise

Back round Scenario:

The Murkey River flows south through the Granite Mountain foothills and then through Prosperous Valley. A major winter windstorm followed by flooding caused by the emergency release of water at a weakened upstream dam has caused several major incidents along the east bank of the river in Jackson County. More rain and wind is expected over the next several days.

1. The County Jail and juvenile detention facility has had extensive damage. All electrical power and water is out. Population is 450 adult males, 175 females, and 250 male juveniles. Relocation may be required. Only cold meals and limited water are available. A County Sheriffs Captain is the Incident Commander.

2. A ten block area of Baytown has had extensive flooding. Search and rescue and evacuations are underway. There is no electrical power, and the water and sewer systems have been damaged. An incident complex has been established to cover several incidents in this area. The Baytown Police Department has designated an Incident Commander from the department.

3. A southbound train was derailed at Saunders junction due to a bridge being undermined. Several cars are overturned. A tankcar with an unknown chemical is on its side in the river and leaking. This incident is operating under a Unified Command consisting now of the County Fire and Sheriff.

4. In Fryville, a gas leak and explosion has ignited a major grocery chain warehouse. Several people have been injured, and there is a danger of fire spread to adjacent buildings. Water pressure is low. The Fryville Volunteer Fire Department Chief is the Incident Commander.

5. The County EOC in Jackson has been flooded and there is no backup facility. Because all of these incidents affect the same general area in the County, the County Executive has established an Area Command at the Riverton Jr. High School in Baytown. Because all of these incidents are located within one county, a single Area Commander has been designated.

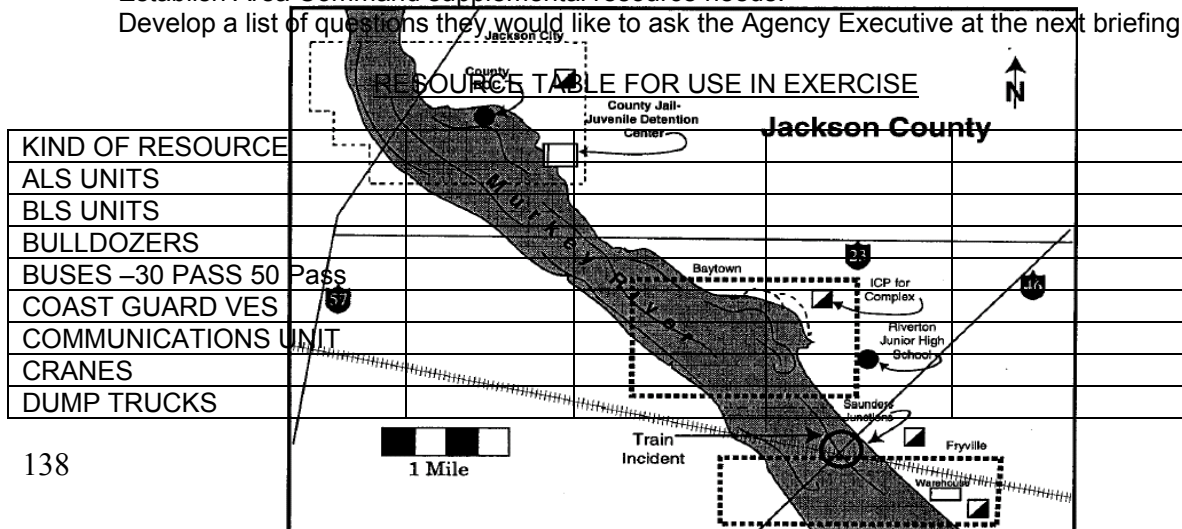
Requests for critical resources from the incidents thus far have included:

- Search and Rescue Helicopters
- Emergency Medical Traffic
- Control Shelters and mass feeding
- Debris clearance

There is currently a major problem in sharing limited resources between these incidents. Many volunteers have come forward, and the Incident Commanders are looking for ways to organize and use them effectively. Several news media representatives are on the scene at the various incidents.

As a group, your objective for this exercise is to:

- Develop an Area Command organization chart.
- Determine Area Command staffing requirements.
- Describe Area Command facility and support needs.
- Develop a statement of policy to be given to Incident Commanders.
- Establish resource priorities.
- Establish Area Command supplemental resource needs.
- Develop a list of questions they would like to ask the Agency Executive at the next briefing.



EMS UNITS				
FIRE ENGINE Cos				
FIRE TRUCK Cos				
FIREBOATS				
FOUR WHEEL DRIVES				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

MULTI AGENCY COORDINATION

OBJECTIVES:

1. Describe the kinds of incident management problems that can occur due to a lack of Multi-agency Coordination.
2. Define essential terms related to Multi-agency Coordination.
3. Identify the levels at which Multi-agency Coordination is commonly accomplished.
4. Identify essential differences between Area Command, Multi-agency Coordination, and Emergency Operations Centers.
5. Identify the primary components of a Multi-agency Coordination System.
6. List the responsibilities of a Multi-agency Coordination Group.
7. Identify the major guidelines for establishing and using Multi-agency Coordination Groups and Systems.
8. Identify principal positions within a Multi-agency Coordination System.

This module describes the major elements associated with developing and implementing an effective Multi-agency Coordination system compatible with the Incident Command System. The module describes essential differences between Area Command, Unified Command, Multi-agency Coordination Systems, and jurisdictional Emergency Operations Centers (EOC).

Incidents can become major in two ways:

They start as major incidents - Earthquakes, hurricanes, floods, tanker spills, major HAZMAT situations, simultaneous civil disorders, outbreaks of pests, etc., can all produce major and/or complex incident management situations, some with only minimal or no advance warning.

The become major incidents - Smaller incidents such as fires and hazardous substance spills can become major as result of wind or surface conditions, and also as a result of response time delays, poor initial management, and/or lack of resources or support.

Major incidents are often thought of as covering a large geographical area. For example, many acres burning, an entire area flooded, or several floors in a building.

Major incidents can also be incidents with great complexity, requiring the application of a variety of tactics and resources to successfully bring the situation under control.

There is virtually no geographic location that is free from the potential of having a major or complex incident.

Smaller jurisdictions can and do have major and complex incidents. Even though the smaller jurisdictions do not have all of the personnel and equipment resources necessary, they can effectively use ICS. To~do so requires adequate training, and planning with adjacent jurisdictions and agencies to jointly develop the capability to effectively manage major incidents.

Introduction

This module covers the following subjects:

- Past and current problems necessitating improved Multi-agency Coordination
- Examples of Multi-agency Coordination
- Terminology and relationships
- Defining an intergovernmental Multi-agency Coordination system
- Multi-agency Coordination Groups
- Guidelines for establishing MACS and MAC Groups
- Primary function responsibilities associated with MACS
- Sample position descriptions for a MACS organization
- A MACS development exercise

Problems Necessitating Improved Multi-agency Coordination

1. Past Problems

The Incident Command System (ICS) and an associated Multi-agency Coordination System (MACS) capability were developed during the 1970s to overcome some very serious interagency and interjurisdictional coordination problems.

The major problems identified which affected the ability of local, state, and federal agencies to work together effectively on major incidents were:

- Different policies and procedures among agencies.
- Lack of a common interagency organizational structure.
- Lack of a process for coordinated and collocated incident planning between agencies.
- Lack of interagency communications including systems, frequencies, and use agreements.
- Differences in terminology for personnel, for assignments, and resources.
- Lack of valid, timely, and complete information from all available sources.
- Unfamiliarity with other agency's methods of operation, skills and qualifications, and resource capabilities.
- Little previous interagency training.

Problems of Today

Unfortunately, not all of the problems of the past have been removed. Differences in agency policies and procedures still exist and will continue. The advent of more sophisticated communications capabilities continues to create interagency communications problems.

The introduction of ICS and improved Multiagency Coordination systems have helped to mitigate many of the past problems.

Problems related to incident management which continue to plague emergency responders are:

- Ever increasing response costs which affect, among other things, the use of mutual aid.
- High property losses associated with many incidents.
- Life, health, and safety issues of responders and citizens.
- Often a deteriorating public view of government effectiveness.
- Intense media scrutiny.

These problems provide added incentive to create effective Multi-agency Coordination functions.

Some Examples of How Multi-agency Coordination is Currently Accomplished

The words Multi-agency Coordination are quite selfdescriptive and essentially mean just what they say- agencies working together toward some common goal. Multi-agency Coordination related to emergencies can take place at several levels and within various forms of both command and coordination systems. For example:

At the Scene of the Incident(s)

Agencies routinely work together and coordinate within an ICS structure at an incident. The intent, design, and structure of ICS incorporates and promotes the concept of Multi-agency Coordination.

At an Area Command

An Area Command (or Unified Area Command) organization, established to have direct management authority for several incidents in the same proximity, recognizes the need to ensure that effective Multi-agency Coordination takes place.

The Area Command should include multijurisdiction/agency representation and be responsible for coordinating interagency matters related to the incidents under the Area Command authority.

At a Jurisdiction's Emergency Operations Center (EOC)

Multi-agency Coordination is an essential component within jurisdictional Emergency Operations Centers. Assigned representatives from appropriate departments and liaison agencies work together at the EOC facility. Other support and or liaison agencies may also be represented.

At an Interjurisdictional or Regional Level

Multi-agency Coordination may also take place by bringing together representatives from various political subdivisions and other functional agencies to coordinate in an interjurisdictional regional setting. The requirement for this level of coordination is increasing due to the complexity of incidents, broader legal authorities, and the increasing number of interjurisdictional incident situations. Many states have regions or other subdivisions which bring state and local agencies together when incidents cross jurisdictional boundaries.

At State and Federal Levels

Federal and state emergency management organizations routinely work together to assist the emergency response and disaster recovery efforts of state and federal agencies. This type of coordination takes place at the state's Emergency Operations Center, a FEMA Regional EOC, and/or a Disaster Field Office (DFO).

Also at the federal level, an interagency Catastrophic Disaster Response Group (CDRG) can be activated for major disasters. FEMA's Integrated Emergency Management System (IEMS) concept is based around a philosophy of multilevel coordination.

At International Levels

Every time there is a major international disaster, we see instances of what happens when there is effective international multi-agency cooperation. We also see many instances when that coordination is not yet what it should be.

All of these are appropriate, legitimate uses of Multi-agency Coordination. However, the level of understanding, and the ways in which they are applied are varied throughout the emergency management community.

Terminology and Relationships

1. EOCs and MACS

There is no common consensus on all of the relationships or terminology related to Multiagency Coordination.

In most political subdivisions Emergency Operations Centers (EOCs) are the primary facilities for housing emergency management services. This is true for cities, counties and states. Intrajurisdiction coordination is an essential part of any political subdivision EOC operation.

The degree of coordination depends on the systems and procedures that are in place. EOCs or Department Operating Centers are often used at various levels within some agencies. In many cities and counties, agencies within a political jurisdiction have EOCs at department levels in addition to the primary jurisdictional EOC.

For example, there could be a State Highway Department EOC or County Medical Department EOC* Also, major industries are developing and equipping EOCs to serve the industry needs during a time of an emergency.

Most agencies designate the facility from which overall emergency management services are conducted as an EOC. However, some agencies may call their primary emergency operating location an Emergency Command Center, an Operations Control and/or Coordination Center, an Expanded Dispatch Center, etc.

In some locations, and for some kinds of incidents, political subdivision EOCs are not always activated and/or may not meet the total interagency coordinating need related to an incident. For example consider a wide-scale search activity that covers just parts of the following:

- A National Park
- County A
- County B
- A coastal area
- A State Recreation Area

The agencies that could be directly involved in the search activity at the incident level might consist of:

- National Park Service
- County A - Fire and Rescue
- County B - Sheriffs Search and Rescue Coast Guard
- State Parks Department
- State National Guard
- Volunteer Groups
- Private landowners and/or industry

Because of the jurisdictions involved, this incident would be managed using a Unified Command which would function at an Incident Command Post at (or close to) the scene of the incident. The Unified Command would consist of an IC from each agency having search jurisdiction.

If the initial search is unsuccessful and becomes extended in size and scope the various assisting agencies may activate their respective jurisdictional EOC(s) to help coordinate resource requests. However, there is no single agency with the authority to coordinate the overall regional response of local, state, federal, and private sector agencies that might be involved in an incident of this type. Because of the multijurisdictional nature of this incident, some type of an off-incident interagency coordination activity should be established to assist in the off incident coordination of resources and support among the involved agencies

This Multi-agency Coordination activity could be done at one of the facilities, e.g., one of the county EOCs, at the Coast Guard Headquarters, at the local National Park Service headquarters, at the State Parks facility from some other location. It could also be done although perhaps not as effectively as a scheduled conference call linking the local headquarters of the agencies above.

When such an activity occurs to connect assisting agencies from various jurisdictions and/or levels of government, and is primarily for interagency coordination on a regional basis it becomes a Multi-agency Coordination System (MACS).

The interagency representatives that work together within the MACS are known as a MAC Group. Activation of the MACS and MAC Group will be discussed in the next section.

In some cases, the MACS is simply a scheduled telephone conference call between members of the MAC group perhaps done two or more times a day. In other cases; face-to-face coordination must be accomplished, and the MAC Group would assemble at some location.

In some areas where this kind of interagency and intergovernmental coordination is extensively required due to fires, flooding, storms, etc., the MACS may become a permanent part of the regional emergency environment.

If heavily used, a separate facility may be established, and communications and even a staff would be in place either full or part time.

At least one state has a permanent setup for a MACS.

Comparison of Terms and Concepts Related to MACS

Essential differences for some of the terms and concepts discussed in this module are described in the table. Definitions of the terms are found in the curriculum glossary.

Chapter Review Questions

1. The term jurisdiction can mean having either a statutory or regulatory responsibility.
 - a) True
 - b) False
2. A MAC Group could be activated when an emergency situation threatens, significantly impacts, or involves other agencies.
 - a) True

b) False

3. The size and complexity of a MACS will always be determined by the number of political jurisdictions involved.

- a) True
- b) False

4. Responsibilities related to Multi-agency Coordination systems include

- a) Situation Assessment
- b) Incident priority determination
- c) Coordinating local, state, and federal disaster activities
- d) Coordinating with agency/jurisdictions political establishments
- e) All of the above

5. Major elements of a MACS organization include

- a) MAC Group Coordinator
- b) MAC Group Agency Representatives
- c) Resources Unit
- d) Information Unit
- e) All of the above

Answers to Chapter Review Questions

1. a. True, 2. a. True, 3. b. False, 4. e. All of the above, 5. e. All of the above

Supporting Tasks

This chapter will be useful in preparing students to fill key positions in the ICS structure, and impacts mission base staff functions at the jurisdictional and political level.